



Town of High River Downtown Area Redevelopment Plan

As adopted by Bylaw 4425/2014 - February 9, 2015



02



PLANNING + DESIGN

ACKNOWLEDGEMENTS

The High River Downtown Area Redevelopment Plan would not have been accomplished without the support of many individuals who have demonstrated their passion and commitment to creating a vibrant downtown.

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EXECUTIVE SUMMARY

The purpose of the Downtown Area Redevelopment Plan (ARP) is to create a tangible vision for downtown of the Town of High River (the “Town”) for the next thirty years. ARPs are adopted as bylaw by Council in accordance with the Municipal Government Act (MGA) Section 635.

The intent of this plan is to provide a framework and supporting policies that will guide:

- future public and private investment in the short (within 5 years), medium (5-10 years), and longer term (+10 years), and
- decision makers during the review of Land Use Amendment and Development Permit applications.

Plan Content

The ARP is broken into 5 chapters, as follows:

- **Chapter 1: Introduction.** The first chapter describes the historic context of development in downtown High River, the policy context of the ARP, and an overview of the planning process that led to the creation of the ARP.
- **Chapter 2: Vision, Objectives, and Principles.** Chapter 2 neatly summarizes the future downtown desired by the citizens of High River, as expressed through a series of public engagement events and consultations throughout the summer.
- **Chapter 3: Public Realm.** Chapter 3 focuses on the policies that support implementation of a cohesive design concept for the system of streets, parks, and other public spaces that together provide the means for mobility, recreation, and social gathering in the downtown.
- **Chapter 4: Land Use + Urban Design.** Chapter 4 contains policies and guidelines for managing the growth, change, and evolution of private and public land development over time. Policies and guidelines are provided for the plan area and for individual precincts, and include direction on land use, building massing, architectural treatments, parking, and signage.
- **Chapter 5: Implementation.** Approval of this plan is the first step in implementation of the ARP. This chapter provides a chronological guide to the actions, entities, and timelines that must be initiated and coordinated to support achievement of desired planning outcomes over the short, medium, and long term as they relate to this ARP.

Following the main body of the ARP are a series of appendices. The appendices include background studies, summaries of public consultation, and technical plan implementation recommendations that were critical to the formulation of the plan, and/or may facilitate plan implementation:

- **Appendix A: What We Heard Report.** The What We Heard Report summarizes public and stakeholder consultation events and activities, and provides complete documentation of input provided by the public.
- **Appendix B: Strengths, Weaknesses, Opportunities, and Challenges (“SWOC”).** The SWOC is comprised of a series of thematic mapping and analysis exercises used to identify the key issues likely impacting the downtown. The SWOC analysis was used to frame and inform public

consultation discussions, support decision-making, and prioritize issues to be addressed by the ARP.

- **Appendix C: Parking Study.** The Parking Study provides an analysis of existing parking demand, an evaluation of parking management implications and emerging issues, and recommendations for implementing parking management practices. It also includes recommendations for changing parking ratios.
- **Appendix D: Cultural Plan.** The Cultural Plan provides goals, priorities, and strategies for ensuring that culture and heritage resources in the downtown area are supported, enhanced, and sustained for the benefit of current and future generations.
- **Appendix E: Recommended Land Use Bylaw Amendments.** To support implementation of the plan during the review of Land Use Amendment and Development Permit applications, a series of amendments to the bylaw are recommended to align the bylaw with the ARP.
- **Appendix F: Landscape Design Guidelines.** Additional specifications for the technical design of the components of the public realm are included to support rapid implementation public realm policies.

Input from these sources is manifest in and/or is directly incorporated throughout the content of the chapters that follow.

Plan Context

The downtown area has been an integral part of High River for well over a century, and continues to be so today. The lands in the area have long been used for gathering and transport, which was a key driver in the site being chosen for some of the first development in the community. The Town of High River's 2009 *Town Plan* (the Town's statutory Municipal Development Plan), which includes a Growth Management Strategy, focused on the importance of the downtown and outlined strategic policies for its future. The Town Plan set the goal to:

"Encourage the continued growth and intensification of the downtown area as a vibrant mixed use centre that is the focal point for the community and is an attractive place to shop, work, live, and play."

The *Town Plan* has a range of objectives and policies that relate to the above goal, one of which requires preparation of an ARP for the downtown area. The Growth Management Strategy (GMS), the second part of the *Town Plan* completed in January 2013, provides guidance for the development of the downtown area over the next 30 years. The strategic policies put forward in the GMS anticipate that GMS objectives would be made actionable through this ARP.

The vast amount of damage caused by the June 2013 flood rapidly advanced the need to complete the ARP. The immediate need to respond to flood's aftermath has laid the groundwork for the development of long-term solutions, ensuring that the economic and cultural vitality of High River is not only restored, but improved. Despite the enormous destruction, rebuilding the downtown provides an opportunity to address flood risks while improving the area to make it better than it was before the flood. To these ends, this ARP is consistent with the policy directions contained in the *Town Plan*, and formalizes and organizes recommendations into a statutory planning document.



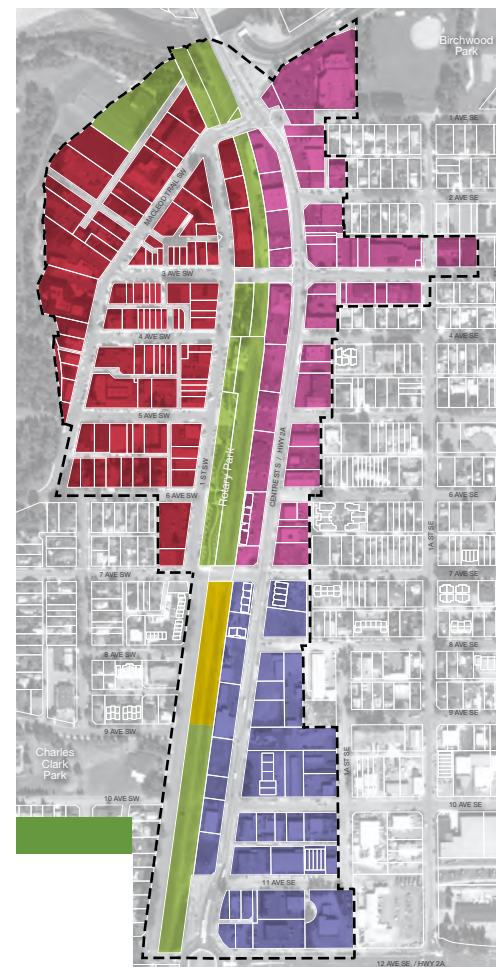
Executive Summary Map 1: Plan Area

Plan Area

The plan area for the Downtown ARP is delineated on Executive Summary Map 1. It encompasses the land at the heart of the town's original settlement, within the historic downtown and along the former Canadian Pacific Rail and Centre Street corridors. The boundaries coincide with clear transitions in the Town's urban fabric, such as along George Lane Park, streets that bound residential areas, and existing zoning districts found in the Town's Land Use Bylaw. The boundary includes two important gateways to the downtown: the Highwood River bridge to the north and the 12 Ave SW traffic circle at the south.

The plan area is divided into five Planning Precincts (Executive Summary Map 2). The objectives, policies, and guidelines set out in the ARP refer specifically to the geographies of the five precincts:

- **Historical Downtown Precinct.** As both the historical and contemporary centre of commerce and business in the community, this Precinct is characterized by commercial, retail and office development, important cultural facilities in civic buildings, all contained within both heritage and modern buildings.
- **Centre Street Precinct.** Similar to the Historical Downtown Precinct, the Centre Street Precinct has been a central location for commerce and business over High River's history, and continues to see a significant volume of traffic. The area is characterized by a range of commercial, office and retail development contained largely within buildings of a larger footprint and reflecting a more contemporary built form than the historical downtown.
- **Industrial Arts Precinct.** This area has developed over the years as an area for light industrial, small-scale manufacturing, and office uses, while also supporting workshops and studios of local artisans.
- **Garden Residential Precinct.** The Garden Residential Precinct is at present, undeveloped, having previously been part of the Canadian Pacific railroad right-of-way. It is potentially suited for small footprint infill residential development characterized by a linear park-like streetscape and laneway.
- **Public Services Precinct.** The Public Services Precinct includes and is adjacent to the Canadian Pacific Railway corridor that runs north-south through the plan area. Portions of the precinct contain enhancements including pathway and seating areas, and other amenities such as the Museum of the Highwood. While several parcels are developed with a range of commercial uses, a large portion of the corridor is vacant.



Executive Summary Map 2: Planning Precincts

Vision, Principles, and Objectives

The Vision, Principles, and Objectives collectively describe a complete, long-term outcome for the downtown at increasing levels of detail and specificity. Planning policy in the following chapters supports achievement of specific objectives, general principles, and the overarching vision described below.

Vision

Downtown High River anchors an energized, vibrant community. It is a catalyst for social activity, economic renewal, and forward-thinking innovation. People are connected to this place. A friendly, welcoming atmosphere and lively mix of activities captivate the interests of residents, businesses, and visitors.

The charm and warmth of the historic downtown is preserved, and given a modern interpretation as it extends along Centre Street to a thriving business hub. These areas are linked to one another, surrounding neighbourhoods and green spaces by high-quality, well-designed streetscapes, landscapes, and buildings. An enduring cultural spirit is cultivated and given outlets for expression, and economic development contributes to strong businesses in strategic investment sectors. Resilient citizens, a dedicated local government, and adaptive flood mitigation create the capacity for enduring growth and a bright, secure future.

Principles and Objectives

Places are for people.

- People come downtown to shop, work, meet friends, eat, visit, listen to music, spend time as a family, and attend special events.
- People live downtown in apartments, condos, and townhomes, and in houses in nearby residential areas.
- People spend time downtown because there are comfortable, safe, and inviting places to gather and socialize.
- People stay downtown because it is dynamic; there are things to see and do throughout the day and into the evening on a year-round basis.

People are connected.

- People can safely get downtown by the transportation mode of their choice; by walking, cycling, driving, or taking transit.
- The CP rail line and Centre Street are important links, rather than barriers, to movement and access.
- Buildings, roadway infrastructure, and architecture reinforce a people-friendly atmosphere.
- Green streets and pathways lead people to downtown, and into surrounding open spaces.
- Improved interfaces with George Lane Park and the Highwood River connect people to the natural environment.

Community is enriched.

- Economic development provides a diversity of opportunities for investment and employment in strategic sectors: agricultural services, health and wellness, creative / knowledge economies, and tourism.
- Creative use and reuse of spaces, buildings, and public lands such as the former CP rail line builds social, economic and cultural capacity.
- Flexible, multi-use indoor and outdoor spaces house community activities and are hubs for small-scale enterprise and start-up businesses.
- Spaces for playing, walking, cycling and other types of physical activity are integral to the area.

Development is resilient.

- Flood mitigation, adaptive infrastructure capacity, and planning and design measures safeguard the community and its economic investments against the impacts of flooding.
- Architectural and landscape design contribute to an outstanding quality of place.
- Heritage architecture is preserved and integrated with new, context-sensitive development.
- Treed streets, an abundance of flowers and native species plantings beautify the Downtown, and provide important ecological infrastructure to keep the air and water healthy.
- Building and paving materials, construction approaches, and plant species selection reduce impacts to the environment.

Culture thrives.

- The community nurtures a cultural sector that supports creative economic development and enriches quality of life.
- Quality spaces allow cultural practitioners to showcase their work
- The vibrant downtown area is a hub of cultural activity year round.
- Exceptional and well sited public art captures the modern, progressive spirit of the community.
- An inviting and inclusive environment is fostered to value everyone's contribution.

Public Realm

The public realm consists of any publicly owned, exterior space such as streets, sidewalks, parks and open spaces. In High River, the public realm is a critical catalytic component of downtown revitalization. In order for the revitalization to be successful, the public realm must be attractive for all types of users and facilitate a wide variety of events and activities throughout the year.

The Public Realm Illustrative Concept Plan (Executive Summary Map 3) illustrates a cohesive vision for the streets, sidewalks, parks and plazas within the Downtown ARP plan area that together comprise the downtown's public realm. The illustrative plan outlines the outcome of the long-term implementation of the ARP's public realm policies and guidelines.



Executive Summary Map 3:
Public Realm Illustrative Concept Plan

The public realm policies and guidelines were created to achieve the following objectives:

- Create safe, vibrant gathering places for community and cultural activities;
- Improve public safety for pedestrians, cyclists and motorists;
- Facilitate pedestrian and cyclist use, all day and all year round;
- Re-vegetate and beautify the downtown by planting street trees, shrubs and annual flowers;
- Reconnect downtown with George Lane Park and the Highwood River, improve public spaces within the downtown, and create new connections into surrounding neighbourhoods that were previously obstructed by the CPR and Highway 2A thoroughfares;
- Use consistent public realm design to create a coherent identity across the downtown ARP area, with slight variations to suit the needs of individual precincts.

A brief overview of the thematic policies intended to facilitate achievement of these objectives follows.

Public Streets

The existing street network should be reconfigured to accommodate greater levels of mobility for pedestrians and cyclists, while also being adapted to support future urban growth. This will ensure that a satisfactory level of service is maintained for vehicles, while providing straightforward and efficient access to the downtown for residents who choose to cycle or walk. General policies include:

- Pedestrian safety shall be prioritized in all aspects of public realm design and implementation.
- New roundabouts should be considered at Centre Street and Macleod Trail / 1 Avenue SE, and at Macleod Trail and 6 Avenue SW.
- A new vehicular crossing of the former CPR railroad tracks should be considered at 5 Ave SW to increase east-west connections to the historic downtown and George Lane Park
- On-street cycling shall be encouraged within the downtown by providing appropriate on-street cycling infrastructure (e.g., pavement markings, signage) and connections to existing cycling trails.

The policies related to public streets were developed to be consistent with the Parking Study included in Appendix C, which considers the role of on-street parking.

Public Laneways

Laneways within the downtown serve businesses and residences by providing access to: service entrances of buildings, private parking, and other back of house activities, such as waste and recycling collection. There are additional laneways in downtown that serve as public access to plazas and as pedestrian thoroughfares through the historic downtown. Generally, public realm policies related to laneways focus on ensuring that these important pieces of infrastructure continue to be fully utilized for service and/or pedestrian access, as appropriate.

Public Sidewalks + Pathways

Public sidewalks refer to paved areas on public lands intended for pedestrian travel alongside roadways. In certain areas where pedestrian mobility is of high importance, public sidewalks may be enhanced through widening, special surface treatments, unique lighting, and the installations of site furnishings. Public pathways run through parks or in public rights of way abutting private properties. It is recommended that pathways are designed for multiple uses, including walking and cycling. General policies include:

- All sidewalks shall be designed in accordance with the recommendations of the American Disabilities Association Guidelines (ADA Guidelines).
- Sidewalks should be a minimum of 2.0 metres in unobstructed width; obstructions including driveway aisles and above-ground utilities, should be minimized.
- Sidewalks shall be adequately illuminated.
- Sidewalks should be provided on both sides of the streets.

Open Spaces

Open spaces are those lands within the ARP boundary that are owned by the Town of High River and intended for public uses such as social gatherings, public events, and active and passive recreation. General policies include:

- Public spaces should have clear legible public access, be flexible in terms of use, and consider solar access and year-round cultural activities in their design.
- Design of public spaces should adhere to Crime Prevention Through Environmental Design (CPTED) principles.

Land Use + Urban Design

The ARP's Land Use + Urban Design policies and guidelines enable the evolution of a cohesive development pattern over the next 30 years. They address the range and allocation of land uses, the integration of private development with the adjacent public realm, the massing and architectural articulation of buildings, and the provision of broader amenities and services. They acknowledge the downtown's strong heritage foundations, scale, and range of building types and uses, while recognizing and enabling the downtown's future potential as an active, diverse, and economically sustainable center for the Town.



Executive Summary Map 4:
Land Use + Urban Design Concept

The Land Use + Urban Design Concept (Executive Summary Map 4) represents a potential built-form outcome for downtown High River. The amount and scale of redevelopment illustrated was informed primarily by population and employment growth projections used in the Town of High River Town Plan. It is not intended to illustrate a preferred development outcome, but rather serves to demonstrate how consistent implementation of the recommended ARP land use and urban design policies might manifest. The ARP does not dramatically rethink what can be built in the downtown, but provides nuanced direction for development across the five planning precincts so that a cohesive outcome is achieved.

The ARP land use and urban design policies and guidelines were created to achieve the following objectives:

- Support intensification and a mix of uses downtown to ensure new utility infrastructure is efficiently utilized.
- Support a diversity of land uses downtown, including residential uses, to facilitate activation of public spaces and the creation of a local market for downtown businesses that can be sustained beyond regular business hours.
- Achieve a high standard of architectural and urban design quality for all new development and redevelopment projects.

A summary of the general and precinct-specific objectives and policies follows.

Compliance Policies

- At the date of adoption of this plan, existing development will be considered conforming.
- Future development proposals must conform to the intent of the precinct, and may be considered conforming if the intent is deemed to be achieved.
- The Flood Hazard Overlay in the Town of High River Land Use Bylaw takes precedence over land use policies and urban design guidelines provided in this chapter.

General Land Use and Urban Design Policies

- The conservation and adaptive re-use of existing heritage buildings is strongly encouraged.
- A range of housing formats is encouraged, including residential unit sizes and ground-oriented units.
- Auto-oriented uses will only be permitted in the Industrial Arts Precinct, and are prohibited in all other precincts.
- At-grade parking lots (those independent of any other use) are strongly discouraged within the Historical Downtown Precinct and the Centre Street Precinct.
- Any features facilitating accessibility to buildings (e.g., ramps, stairs) should be contained within the property line.

Historical Downtown Precinct

Policies and guidelines for the Historical Downtown Precinct respect the small-scale business and lot pattern of the area, while tweaking use and massing rules to ensure that new buildings interface appropriately with the public realm. Policies and guidelines generally include:

- A maximum floor area of 1,000 square metres for ground floor commercial, so that new development reflects the rhythm of the heritage development pattern.
- Active commercial uses on the ground floor, with inactive commercial and residential uses preferred for the second floor.
- A reduction of the maximum building height from 18.0 to 16.0 metres (allowing for 4-5 storeys), with a requirement for front step-backs above the second storey to limit overshadowing of the public realm.
- Construction of buildings to the front property line, with no front parking permitted.
- An emphasis on building massing that supports mixed-uses within buildings.
- Use of heritage materials (brick, stone, wood) and heritage-compatible signage.

Centre Street Precinct

The ARP aims to guide commercial and commercial/residential mixed-use development that contributes to a high-quality pedestrian environment in the Centre Street Precinct. Consistent with existing development patterns, larger floor-plates are supported here, while architectural articulation is used to ensure the larger buildings transition to their context and still provide a pedestrian-friendly experience at street-level. Policies and guidelines emphasize:

- Active commercial uses on the ground floor, with inactive commercial and residential uses preferred for the second floor.
- Retaining the existing height limit of 18.0 metres, with a requirement for front step-backs above the second storey and side and/or rear step-backs adjacent to existing residential areas to limit overshadowing of the public realm and private properties.
- Construction of buildings to the front property line, with no front parking permitted.

- Use of heritage and modern materials (brick, stone, wood, aluminum, steel) and both heritage-compatible and modern signage (but not highway-type signage).
- An allowance for single-use commercial buildings, provided they don't exceed 2,500 square metres; the preference is for mixed use buildings so that the public infrastructure investment is leveraged.

Garden Residential Precinct

The ARP provides the opportunity for residential development along a portion of the CPR rail corridor in the form of clusters of small-footprint development, characterized by a generous landscape interface with 1 Street SW and the rear garden laneway (as shown in the Public Realm Illustrative Concept Plan). Policies and guidelines include:

- Allowing a range of potential housing forms, including semi-detached dwellings, townhomes, or a comprehensively designed ground-oriented multi-family development, as long as they meet the specified massing guidelines.
- Allowing no more than 40 metres of contiguous frontage without a break, in order to maintain access between the street and laneway along the block.
- Limiting heights of the primary and accessory building to 10 metres and 5 metres, respectively, consistent with what is permitted in neighbouring residential areas.
- Prohibiting front-drive access and requiring access from a laneway.

Industrial Arts Precinct

This area has developed over the years as an area for light industrial, small-scale manufacturing, and office uses, while also supporting workshops and studios of local artisans. The ARP will encourage the area to continue to grow as a manufacturing and arts hub that is better integrated into the surrounding community. It encourages a more concentrated and organized pattern of industrial development—with an emphasis on street orientation and creation of a consistent street wall, and a de-emphasis on the physical separation of buildings—and adds the option for live-work residential development to the existing industrial land use typology. The proposed architectural palette acknowledges the agricultural-industrial heritage of the Town while recognizing its future potential as a modern working precinct characterized by local artisanal workshops. Policies and guidelines emphasize:

- The location of parking, loading, and storage at the rear of the lot.
- Placement of buildings along the street edge with a well-articulated, permeable building façade.
- The allowance of a live/work land use, in order to entice small-scale artisans, craftsman, and other workers to locate in the precinct.

Public Services Precinct

The Public Services Precinct is a linear corridor that can easily be managed to provide a continuous linkage of park and pedestrian-focused amenities, as well as landmark civic buildings and cultural facilities that serve the broader community, and benefit from the centrality and visibility of this corridor. Policies and guidelines emphasize:

- Maintenance of a north-south pedestrian linkage for the length of the corridor, from 12 Avenue SW to the Highwood River.
- An allowance urban agriculture, in the form of community gardens or urban orchards.
- Locations for important civic infrastructure, such as a museum expansion and town visitor's centre.
- Ensuring civic buildings address and interface appropriately with the public realm.

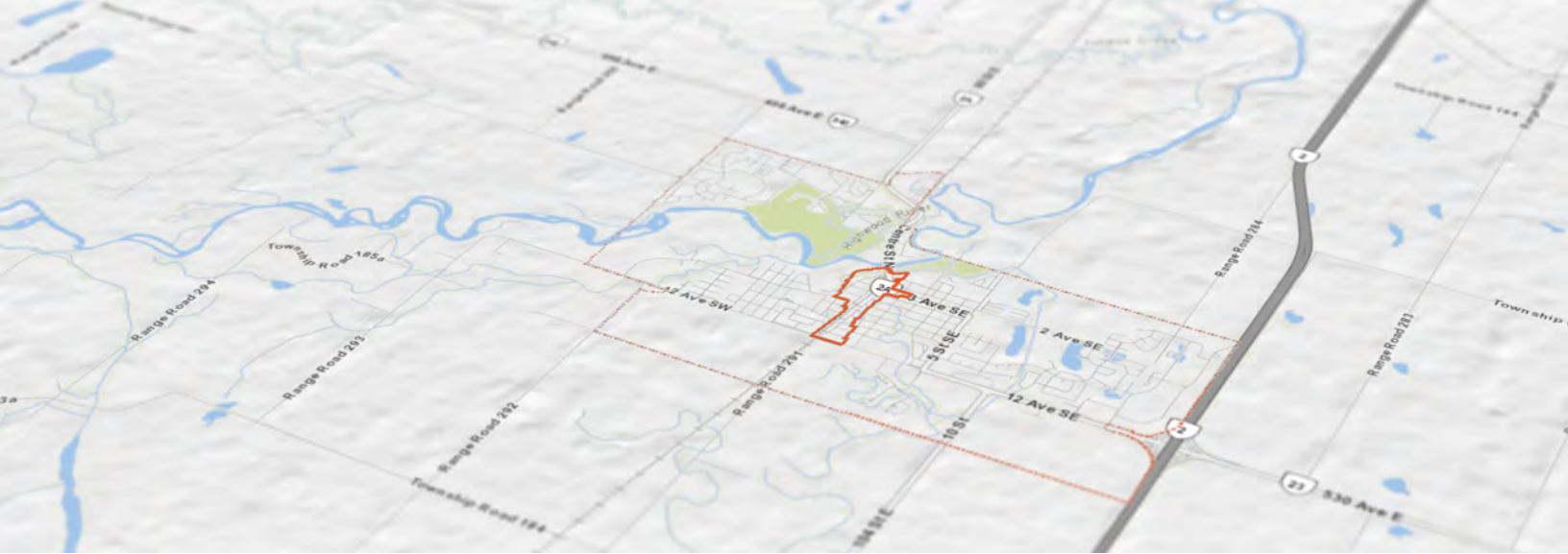
Implementation

Approval of this plan is the first step in implementation of the ARP. To support achievement of the vision and planning outcomes articulated through the ARP vision, a number of actions, entities, and timelines must be initiated and coordinated over the short, medium, and long term. These encompass:

- The implementation of supplemental legal measures, such as amending the Town's land use bylaw so that it aligns with the ARP.
- The initiation of the programmatic elements plan (that go beyond the management of land use, urban design, and the public realm) that will serve to coordinate the people, businesses, activities, programs, and civic infrastructure that collectively will enable achievement of the ARP's vision for the downtown as a thriving business hub, with enduring cultural spirit and strong businesses in strategic investment sectors.

Highlights of the ARP's implementation chapter include:

- Amendments to the Land Use Bylaw as they relate to land use districts: it is recommended that new districts be created that parallel the five precincts described in the ARP.
- Amendments to signage and parking rules in the land use bylaw to support the land use and urban design policies and guidelines in chapter 4 of the ARP.
- Applications of parking management strategies described within the **Appendix C: Parking Study**, such as implementation of a parking time limit along certain streets to make spaces available for business patrons throughout the day.
- Recommendations for updates to the Town's Infrastructure Master Plan so that it incorporates the public realm illustrative concept plan.
- Recommendations for undertaking a Capital Improvement Plan (CIP) that will help determine the elements of the public realm plan that can be constructed in the mid- to long-term.
- Initiation of a series of programs supporting cultural development, as described in detail in the **Appendix D: Cultural Plan**.



1. INTRODUCTION

1.1 Purpose and Intent of the Plan

The purpose of the Downtown Area Redevelopment Plan (ARP) is to create a tangible vision for downtown of the Town of High River (the “Town”) for the next thirty years. The intent is for the plan to provide a framework and supporting policies that will guide:

- future public and private investment in the short (within 5 years), medium (5-10 years) and longer term (+10 years), and
- decision makers during the review of Land Use Amendment and Development Permit applications.

The main elements addressed in the ARP are broken into four chapters, as follows:

Chapter 2: Vision, Objectives, and Principles

- A thematic summary of the future downtown desired by the citizens of High River.

Chapter 3: Public Realm

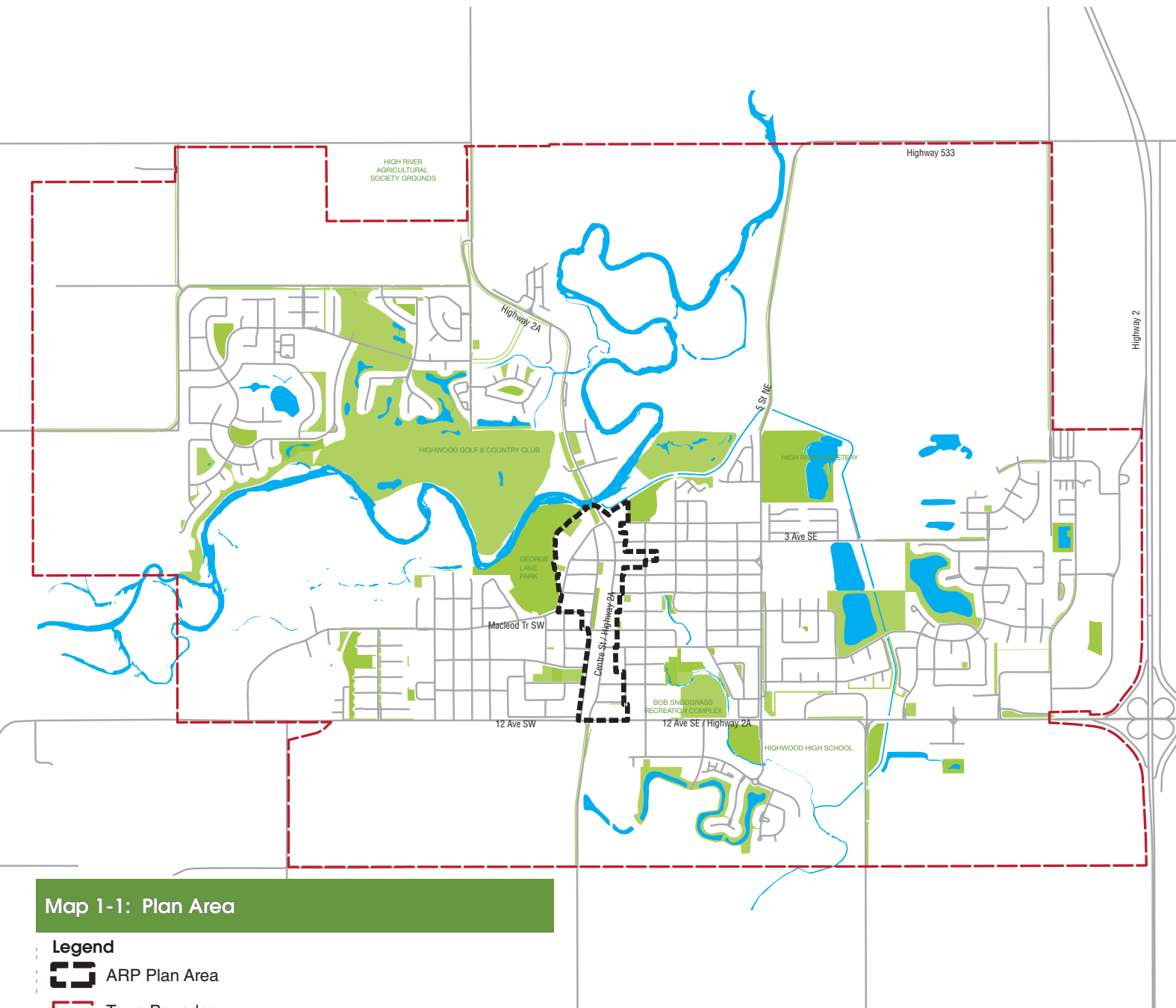
- A cohesive concept for the streets, parks, and other public spaces that together provide the means for mobility, recreation, and social gathering in the downtown.

Chapter 4: Land Use + Urban Design

- Policies and guidelines for managing the growth, change, and evolution of private and public land development over time.







Chapter 5: Implementation

- A chronological guide to the actions, entities, and timelines that must be put into play and coordinated to achieve desired planning outcomes over the short, medium, and long term.



Map 1-1: Plan Area

Legend

-  ARP Plan Area
-  Town Boundary
-  Parcel
-  Park + Open Space
-  Hydrology
-  Roads



1.2 Plan Area and Precincts

1.2.1 Plan Area

The plan area for the Downtown ARP is delineated on Map 1-1. It encompasses the land at the heart of the town's original settlement, within the historic downtown and along the former Canadian Pacific Rail and Centre Street corridors. The boundaries coincide with clear transitions in the Town's urban fabric, such as along George Lane Park, streets that bound residential areas, and existing zoning districts found in the Town's Land Use Bylaw, including the Central Business District (CBD) and the Special Commercial/Industrial District (CM). The boundary includes two important gateways to the downtown: the Highwood River bridge to the north and the 12 Ave SW traffic circle at the south.

1.2.2 Planning Precincts

The plan area is divided into five Planning Precincts, which were identified from historical development patterns and existing zoning within the downtown. The objectives, policies, and guidelines set out in the ARP refer specifically to the geographies of these five precincts. Precincts are shown on Map 1-2, and include:

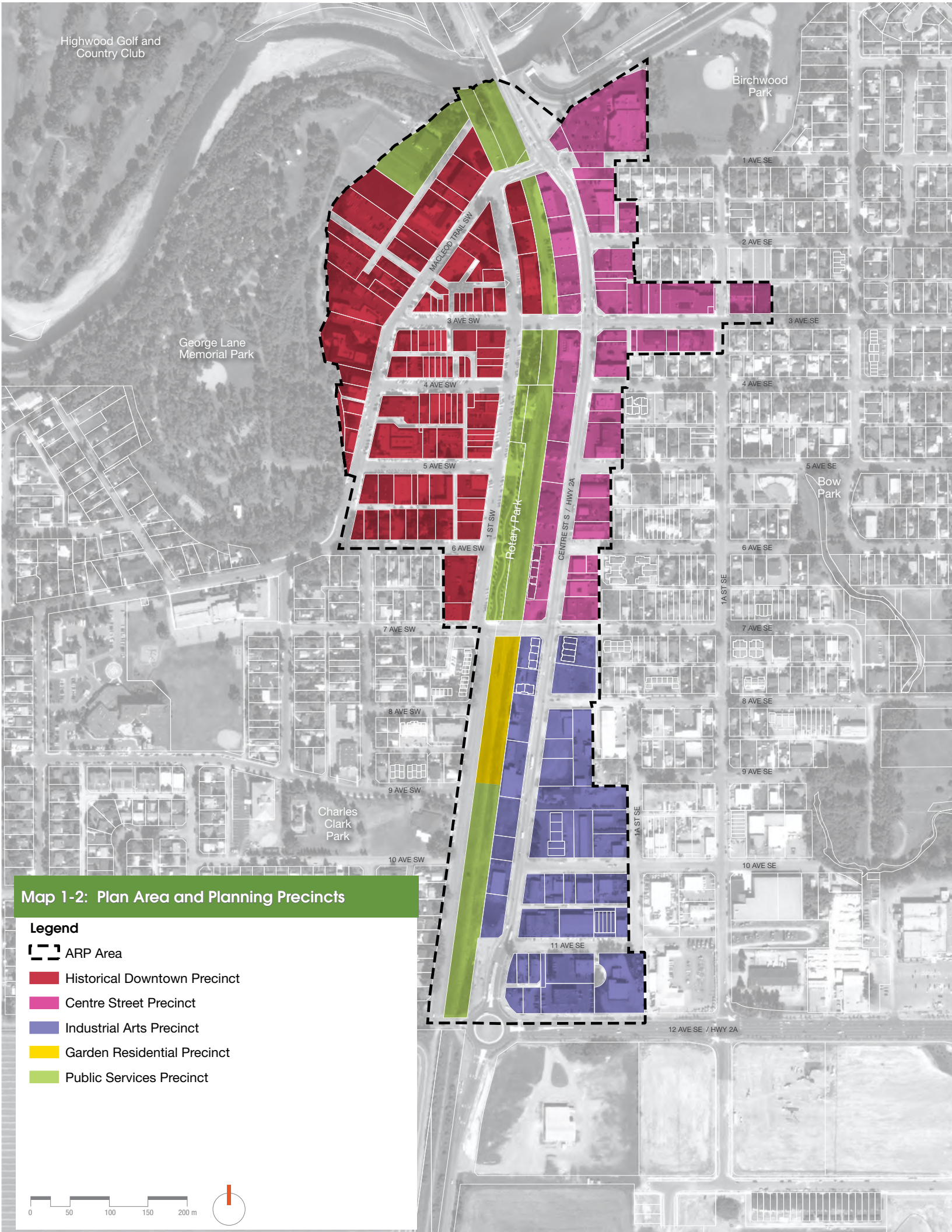
HISTORICAL DOWNTOWN PRECINCT

The Historical Downtown Precinct is located primarily along Macleod Trail SW, generally extending east to 1 Street SW, and between 1 Avenue SE to the north and 7 Avenue SW to the south. The George Lane Park area is to the immediate west, with the Highwood River beyond. The Centre Street Precinct is located to the east, and established low-density residential areas are located to the south and southwest of the Historical Downtown.

As both the historical and contemporary centre of commerce and business in the community, this Precinct experiences a high volume of pedestrian and vehicle activity, and is characterized by commercial, retail, and office development contained within both heritage and modern buildings. Many of the Town's heritage and cultural resources are located in this precinct, including built heritage resources, cultural facilities in civic buildings, and commercial venues that support cultural industries.

CENTRE STREET PRECINCT

The Centre Street Precinct is located primarily along Centre Street South, following the Highway 2A alignment, which leads north of the Highwood River and into areas of newer development in High River. This corridor also parallels the Canadian Pacific Railway corridor that runs alongside the highway. The Precinct extends from 1 Avenue SE to the north and 7 Avenue SE to the south. The Historical Downtown Precinct is located to the west of this Precinct, and the Industrial Arts Precinct is to the south. Existing low-density residential areas are located to the immediate east.



Highwood Golf and Country Club

Birchwood Park







George Lane Memorial Park

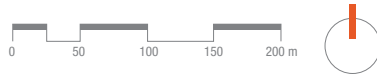
Charles Clark Park

Bow Park

Map 1-2: Plan Area and Planning Precincts

Legend

-  ARP Area
-  Historical Downtown Precinct
-  Centre Street Precinct
-  Industrial Arts Precinct
-  Garden Residential Precinct
-  Public Services Precinct



Similar to the Historical Downtown Precinct, the Centre Street Precinct has been a central location for commerce and business over High River's history, and continues to see a significant volume of traffic, generally more vehicle-oriented than pedestrian. The area is characterized by a range of commercial, office, and retail development at a lower scale, contained largely within buildings of a more modern nature.

INDUSTRIAL ARTS PRECINCT

The Industrial Arts Precinct is located along the Centre Street South corridor, bounded by 7 Avenue SE to the north, and 12 Avenue SE to the south, following the Highway 2A alignment and the Canadian Pacific Railway line. The Centre Street Precinct is located to the immediate north. Lands to the immediate east of the area are developed with low-scale light industrial and commercial uses, while lands to the south across 12 Avenue SE are in the process of being developed with residential and associated commercial uses. This area has developed over the years as an area for light industrial, small-scale manufacturing, and office uses, while also supporting workshops and studios of local artisans.

GARDEN RESIDENTIAL PRECINCT

The Garden Residential Precinct is located on the block face facing 1st St SW, stretching from 7 Avenue SW to 9 Avenue SW. At present this block, which lay in the non-operational Canadian Pacific railroad right-of-way, is undeveloped. It is potentially suited for small footprint infill residential development characterized by a linear park-like streetscape and laneway.

PUBLIC SERVICES PRECINCT

The Public Services Precinct is adjacent to the Canadian Pacific Railway corridor that runs parallel to 1 Street SW, and extends from the Highwood River crossing at the north end of the Plan area to 12 Avenue SE at the south end. Portions of the corridor between 3 Avenue SW and 7 Avenue SW have been enhanced to provide a pedestrian pathway and seating areas, and other amenities, such as the Museum of the Highwood. Portions of the corridor north of 3 Avenue SW are developed with a range of commercial uses. The portion of the corridor south of 7 Avenue SW is undeveloped.



Figure 1-1: CPR Station and 1 St SW, looking north, ca. 1920 (Glenbow Archives)

1.3 Plan Context

The downtown area has been an integral part of High River for well over a century, and continues to be so today. The lands in the area have long been used for gathering and transport, which was a key driver in the site being chosen for some of the first development in the community. A slow economy in the early 21st century, compounded by the lingering effects of the 2013 flood, radically changed the Town's outlook. The following sections provide the historic context leading up to the development of this ARP.

1.3.1 Historic Context

Long before the arrival of the first European settlers, the area was inhabited largely by the Blackfoot First Nation, who called the site Ispitsee (or the "place of high trees along running water"). By 1870, immigration to the Canadian West was beginning in earnest, after the North West Mounted Police had imposed law and order. The Blackfoot had signed Treaty Number 7, and lands in the area began to open to early development.

The general area of what is now downtown High River had been referred to as "Highwood Crossing" - or just "The Crossing" - by white settlers arriving in the area, referencing the nearby Highwood River and the ford used to cross it. This crossing point was popular, as its relatively shallow banks (compared to other locations on the river) provided an accessible location. The Macleod Trail was a well-used connection between Calgary and Fort MacLeod, and early settlers used it from the 1870s onward, bringing people into the community and the future downtown area.

The first settler of High River was a man named Jasper "Buck" Smith, who built a sod-roofed cabin in 1878, about a mile west of the river crossing, near the present-day United Church. The first farmers (John and Katie Quirk) arrived in 1882; their homestead was south of the present-day Church of the Nazarene on 4 Street SE, just east of the downtown area.

The initial community began to emerge in the mid to late 1880s, although growth was slow due to a prolonged drought in the area at that time. Development slowly continued into the 1890s, and was assisted by the completion of the Calgary and Edmonton railroad (later the Canadian Pacific Railway) in 1892, which ran north/south through the young settlement (east of today's 1 Street SW). Responding to the spiritual needs of the young community, Chalmers Presbyterian Church was built in 1891 on Macleod Trail, north of 3 Avenue SW, and a few initial residences were constructed



Figure 1-2: 1 St SW Hi-Alta Bldg, ca. 1909 (Glenbow Archives)



Figure 1-3: Original Town Hall, ca. 1910 (Glenbow Archives)

nearby. The first Methodist Church in the community was built in 1901 at the corner of 1 Street SE and 3 Avenue SE, just east of the railway tracks.

High River became a Village in December 1901, and staff of the community began considering items such as a local dump, fire prevention, street improvements (wood sidewalks and gravelling), drainage, and initial surveying in the downtown area (Blocks 1, 2 and 3). At this time, development in the downtown and immediate area to the east of the tracks consisted of two churches, an opera house, a bank, several general stores, a hardware store, livery barns, a newspaper, warehouses, blacksmith shops, the railway station, and a number of other buildings.

By 1905, the Village population was 625, and discussions began about incorporation as a Town. The Province of Alberta granted High River Town status in February 1906. The following January, in 1906, a fire in the downtown area destroyed several buildings on the main street, while several floods over the next few years caused additional damage. By 1908, utilities in the downtown area were being extended, the original Town Hall had been reconstructed, and other buildings such as banks, hotels, restaurants, grocers, clothing shops, and churches were being added.

The existing railway station at the time had also been moved to a location next to the present-day Museum of the Highwood building (which was rebuilt in 1912 on its present site from a former sandstone station in Calgary to serve as the new Canadian Pacific Railway station), allowing a key east-west crossing of the tracks at 3 Avenue. Despite growth throughout the new community, Macleod Trail, 1 Street SW, 3 Avenue SW, 4 Avenue SW, and 5 Avenue SW saw the main bulk of development in the early years of the downtown.

Much to the relief of residents and business owners, who were tired of dealing with mud and rotting boardwalks, a cement sidewalk program was introduced in 1911 to replace the existing boardwalks throughout the downtown and surrounding areas. A vehicle dealership was established in 1912, and several residents and business owners purchased vehicles, introducing this transportation mode to the community. As early as 1912, the Town also began looking at means to improve the treed area to the west of the downtown as a more formal public park space, with the inclusion of a playground area. Donated by George Lane, an early resident and landowner best known as one of the “Big 4” financiers of the first Calgary Stampede, the park today is now called George Lane Park.

Growth slowed during the years of the First World War, but by 1916 the Town population had reached 1,200. During the interwar years, growth continued, albeit at a limited pace, with the introduction of brick buildings and a number of industrial operations, such as lumber yards. The stock market crash in October 1929 and the subsequent onset of the Great Depression had an impact on the community, similar to that experienced across Canada. By 1931, High River had a population of 1,300, but Town finances were strained, and Town managers and Council had a hard time making ends meet. More of the Town’s budget was being spent on relief to those suffering from the impacts of the Depression, while less was being allocated to infrastructure improvements. Several utility projects and maintenance activities were financed through municipal debentures in order to keep service provisions at a somewhat acceptable level, but there were concerns that the community would not survive the economic crisis.

The outbreak of the Second World War in 1939 provided a boost to the local economy, including the opening of the nearby Empire Flying Training School. By 1941, the Town population had grown to 1,400. The post-war years experienced additional growth in



Figure 1-4: Koch Pflughaupt Block in 1910
(Glenbow Archives)



Figure 1-6: CPR Train and view of 4 Ave SW,
ca. 1917 (Glenbow Archives)



Figure 1-7: View of 3 Ave SW, looking west,
ca. 1920 (Glenbow Archives)



Figure 1-5: 4 Ave SW looking west with Hi-Alta bldg
on right, ca. 1930 (Glenbow Archives)

Heritage Structures in the Downtown

The Town of High River has a long and compelling history, and the downtown has always been part of that story. With development occurring in the area for over 130 years, the downtown has been fortunate to retain several key heritage resource assets that help connect people to its past. The buildings and their associations with past community founders, residents, business people and other contributors provide a direct manifestation of the character and history of High River.

In a show of commitment to this vital component of the community's history, the Town commissioned a Heritage Inventory project for the Downtown area, which was completed in September 2012. The study area was bounded by the CPR right-of-way to the east, 8 Avenue SW to the south, Macleod Trail (and properties west of Macleod Trail) to the west, and 1 Avenue SE to the north, overlapping a significant area of the Downtown ARP.

The project involved an assessment of 26 sites that had been identified as part of a Properties of Interest List, with the intent of selecting 20 properties for a detailed heritage evaluation. The historic resources framework established by Alberta Culture utilizes a Statement of Significance as the main evaluative tool. A Statement of Significance evaluates a building by providing a description of the resource, its heritage value, and its character-defining elements. This information is provided within a broader context of three key components for heritage assessment: the eligibility of the resource to be considered historic; the significance of the resource, in terms of the Province's thematic framework; and the integrity of the resource, in terms of its physical condition and ability to convey its historic associations.

Draft Statements of Significance were prepared for 20 properties as part of the study, not all of which fall within the Downtown ARP boundaries. Many of the buildings identified represent the early history of both residential and commercial development in the downtown core and the immediate residential areas to the south, as High River was growing in the beginning of the 20th century. Buildings identified from the Heritage Inventory study that are located within the Downtown ARP boundaries include:

- Wallace Residence (145 Macleod Trail SW): 1906 two and one-half storey residence with Queen Anne style influences; built for prominent early resident Richard Alfred Wallace
- Old Post Office Building (129 – 3 Avenue SW): 1931 two storey brick building, located on prominent intersection; built by Federal Government to serve as postal depot for High River and surrounding area
- Dr. Stanley Residence (149 Macleod Trail SW): circa 1906 two storey residence with Arts and Crafts style influences; built for prominent local physician, Dr. George Douglas Stanley
- Canadian Imperial Bank of Commerce Building (403 – 1 Street SW): 1910 two-storey brick building with Neo-Classical Revival style influences; originally built as the Canadian Bank of Commerce to service the early needs of the growing community
- Wales Theatre (421 – 1 Street SW): 1927 two-storey brick building; only one of the original three theatres in High River still surviving
- Bradley's Building (123 – 3 Avenue SW): 1900 two-storey commercial building, with boomtown design elements; originally constructed for a leather goods manufacturing and retail business; one of the few remaining very early Downtown buildings
- Miles Residence (120 – 6 Avenue SW): circa 1905 two-storey residence with prominent gambrel roof; built for early residents Graydon Blackadar Miles, his wife Florence E. Miles, and his mother Isabel Irene Miles
- Scout's Hall Log Cabin (331 Macleod Trail SW): 1941 one-storey log cabin; built to provide a hall that would be used by Scouts, Cubs, Girl Guides and Brownies
- Parrot Block (124 – 4 Avenue SW): circa 1905 two-storey commercial building, representative of the early style of such buildings in the Downtown area
- Wong's Laundry (114 – 4 Avenue SW): circa 1962 one-storey commercial building
- Bedingfield Residence (124 – 6 Avenue SW): 1917 one and one-half storey residence with medium gable roof; built for local dentist Dr. H.E. Bedingfield
- Koch Pflughaupt Building (111 – 3 Avenue SW): two-storey commercial building constructed in two phases – the west portion was built in 1905, while the east portion was completed in 1907; one the earliest and most prominent buildings in the Downtown
- Hi-Alta Building (313 – 1 Street SW): circa 1909 one-storey brick and sandstone commercial building with Edwardian style influences; built by local carpenter Percy Taylor to serve the commercial demands of the growing community

High River, reflecting a similar growth trend experienced by many communities across Canada, causing the town population to surge to over 2,000 by 1947.

High River continued to grow modestly throughout the 1950s and 1960s, and the downtown remained the centre of commerce and community activity. In 1970, a major redevelopment project was undertaken in the downtown, centred around the “triangle” area of Macleod Trail, 1 Street SW, and 3 Avenue SW. The project included a new post office, a restaurant, small stores, offices, and banks, with building openings focused around a central walkway. The project became known as Pioneer Square, and remains a dominant feature of the downtown today. Additional phases of the overall project continued through the 1970s, supplemented by other ongoing development throughout the downtown.

SOURCES (section 1.3):

Alberta Culture and Town of High River. A Walking Tour of High River. Edmonton: Alberta Culture.

Knupp, Lillian. Life and Legends: A History of the Town of High River. Calgary: Sandstone Publishing Ltd., 1982.

Community Design Strategies Inc. Town of High River Downtown Heritage Inventory: 2012 Final Report. Calgary, 2012.

1.4 Planning Context

The Town of High River previously undertook a strategic planning exercise that laid the foundations for the creation of the ARP: the Town of High River’s *Town Plan* (the Town’s statutory Municipal Development Plan), which includes a *Growth Management Strategy*, outlines strategic policies for the future of the downtown. The *Town Plan* has a goal to:

“Encourage the continued growth and intensification of the downtown area as a vibrant mixed use centre that is the focal point for the community and is an attractive place to shop, work, live, and play.”

The *Town Plan* has a range of objectives and policies that relate to the above goal, one of which requires preparation of an ARP for the downtown area. The *Growth Management Strategy* (GMS), the second part of the *Town Plan* completed in January 2013, provides guidance for the development of the downtown area over the next 30 years. The GMS outlines the potential growth that the downtown could and should sustain. The GMS acknowledges the role of High River’s downtown in the broader region and envisions the downtown as the economic, cultural and civic heart of the community. As such, the downtown plays an important role in determining future land uses and shaping economic growth. The GMS envisions downtown as a pedestrian-friendly, mixed-use environment with a broad range of opportunities for people to live, work and play, and as a place that leads in the utilization of “green” technology. The strategic policies put forward in the GMS anticipate that GMS objectives would be made actionable through this ARP.

The vast amount of damage caused by the June 2013 flood rapidly advanced the need to complete the ARP. Opportunity has arisen out of tragedy, as the immediate need for new deep servicing infrastructure brought with it the chance to re-imagine the streetscape and other elements of the public realm. It also provided an opportunity for Town residents to have a frank and open discussion about the future at a time when moving beyond the immediate past has been at the forefront of everyone’s mind.



Figure 1-8: 3 Ave SW, looking west, ca. 1958
(Glenbow Archives)

The immediate need to respond to the flood's aftermath has laid the groundwork for the development of long-term solutions, ensuring that the economic and cultural vitality of High River is not only restored, but improved. Sense of place and quality of life must be restored for all residents, and the Town must be re-invented as a desirable place for business owners to invest in a prosperous and bright future. Despite the enormous destruction, rebuilding the downtown provides an opportunity to address flood risks while improving the area to make it better than it was before the flood. To these ends, this ARP is consistent with the policy directions contained in *Town Plan* and formalizes and organizes recommendations into a statutory planning document.

1.4.1 Development of the ARP

Timelines and key dates from the ARP planning process are highlighted in Figure 1-9.

Development of the ARP began in earnest in March 2014. Initial work coincided with the urgent need to replace utility infrastructure that had been critically damaged in the flooding the previous summer. This work entailed the re-design of several downtown streets following utility replacement. Public engagement events, including regular meetings with the High River Planning and Renewal Advisory Committee (PRAC), soon followed, beginning in April and conducted throughout the project duration. The project team undertook and completed extensive background research and analysis, which culminated in the completion of a Strengths, Weaknesses, Opportunities, and Challenges ("SWOC") analysis (for a summary of this analysis, see [Appendix B](#)).

Initial engagement and the SWOC formed the basis for the development of a complete public realm design, architectural design guidelines, land use policy, a parking study, and a cultural plan. This material was vetted with the public through a series of 'pop-up' engagement activities and events held in the Town, such as the farmer's market, artisan's market, and air show. The ongoing engagement activities, which extended through July and August of 2014, enabled the project team to test and iteratively refine the plan. A public workshop was held in late August 2014 to present and discuss draft plan concepts.

The project team developed the complete draft ARP document in September and October 2014. A final public open house was held on November 13, with submission of the document to Council in December 2014.

1.4.2 Public Participation

Public participation is critical to the success of the Downtown ARP. Involving residents and businesses in planning for the future was a cornerstone of the Downtown ARP project. In total, over 460 people participated in three engagement periods held from April to November 2014. Their input helped identify a shared vision for downtown redevelopment, and set out the long-term strategies needed to rebuild the economic, environmental and cultural vitality of High River.

A Decentralized Approach

The project used a decentralized approach to engagement that allowed people to participate in the project on their own terms. Multiple opportunities for participation were provided in each engagement period, ranging from the traditional workshop to interactive web-mapping and pop-up open houses.

Engagement activities gave people the choice to participate as much or as little as they wanted, whether it was to learn more about the project, or to share their ideas with the project team and other interested residents. Engagement activities were also designed to make participation easy by going to where people are, allowing the project team to involve as many people as possible. This approach resulted in an innovative process that encouraged town-wide participation

Engagement Summary

Three distinct engagement periods were held throughout the process, timed to correspond with major project decision-points. All engagement activities, and the engagement periods themselves, were designed to build on each other. The three engagement periods are summarized in Table 1. For additional information on engagement, please see the detailed What We Heard report in Appendix A.

Table 1-1 Engagement Summary

	Phase 1 Community Visioning	Phase 2 Downtown ARP Themes and Solutions	Phase 3 Downtown ARP Themes and Solutions
Timing	April - May 2014	June - September 2014	October - November 2014
Objectives	Identify shared aspirations and goals. Prepare a 30-year vision and guiding principles for downtown redevelopment.	Confirm the vision. Review core planning themes. Select the desired short-, medium-, and long-term strategies.	Review the final plan. Identify and resolve any outstanding issues. Receive Council approval for the Downtown ARP.
Activities	2 workshop sessions 1 drop-in open house Project blog Webmap tool Youth engagement – class room discussions PRAC meetings	2 workshop sessions 4 pop-up open houses Project blog Online comment tool PRAC meetings	1 drop-in open house Online review of draft AR Council meeting PRAC meetings
Participation	190 people	215 people	57 people
What We Heard	People agree that downtown's unique and cherished features should be celebrated. People agree that more attractions / destinations are needed to bring people downtown. Some people are concerned that loss of angle-parking will hurt downtown businesses. Others see public realm improvements as benefitting downtown businesses.	People support the vision for downtown. People agree with the overall planning themes recommended for the ARP. People provided more ideas and suggestions to be developed as part of the ARP. A parking strategy was prepared to address concerns about the loss of angle-parking.	People support the draft ARP, and are excited about the potential for redevelopment. Specific questions about the ARP that were answered by project team members.

1.4.3 Supporting Studies

Baseline knowledge and recommendations from several sources have been critical to the formation of the ARP. This information has been consolidated into the first four appendices of this ARP for reference. It includes:

What We Heard Report (Appendix A)

- The What We Heard Report summarizes public and stakeholder consultation events and activities, and provides complete documentation of input provided by the public.

Strengths, Weaknesses, Opportunities, and Challenges (“SWOC”) (Appendix B)

- The SWOC is comprised of a series of thematic mapping and analysis exercises used to identify the current issues impacting the downtown. The SWOC analysis was used to frame and inform public consultation discussions, support decision-making, and prioritize issues to be addressed by the ARP.

Parking Study (Appendix C)

- The Parking Study provides an analysis of existing parking demand, anticipated demand, an evaluation of parking management implications and emerging issues, and recommendations for implementing parking management. Place-based recommendations are incorporated into Public-Realm (Chapter 3) policies; investment, timing, and coordination-related recommendations are incorporated in Chapter 5: Implementation.

Cultural Plan (Appendix D)

- The Cultural Plan provides recommended goals, priorities, and strategies for ensuring that cultural and heritage resources in the downtown area are supported, enhanced, and sustained for the benefit of current and future generations. Place-based recommendations are incorporated into Public Realm (Chapter 3) and Land Use + Urban Design (Chapter 4) policies; recommendations related to investments, timing, coordination, and further studies are incorporated into Chapter 5: Implementation.

Input from these sources is manifest in and/or is directly incorporated throughout the content of the chapters that follow.

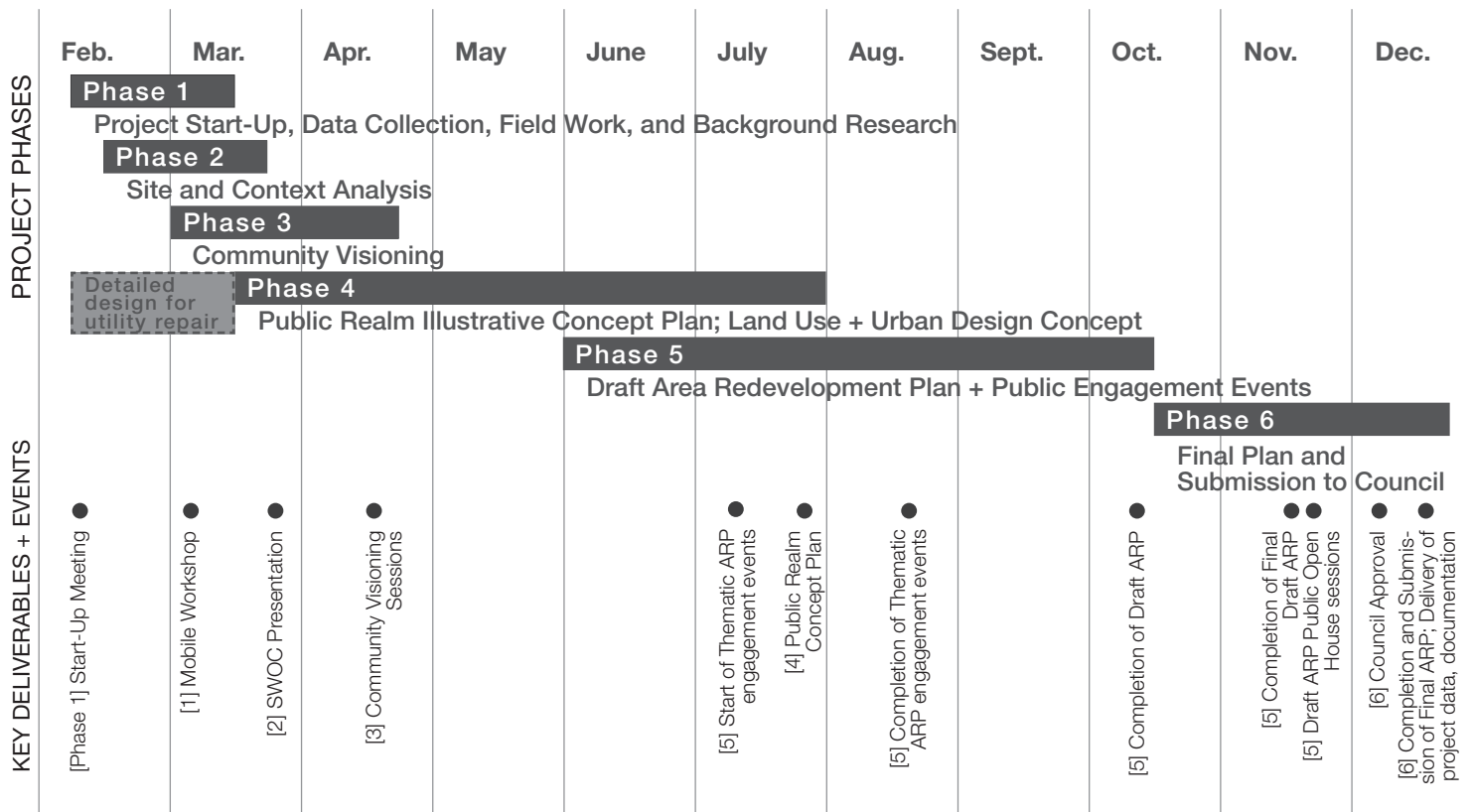
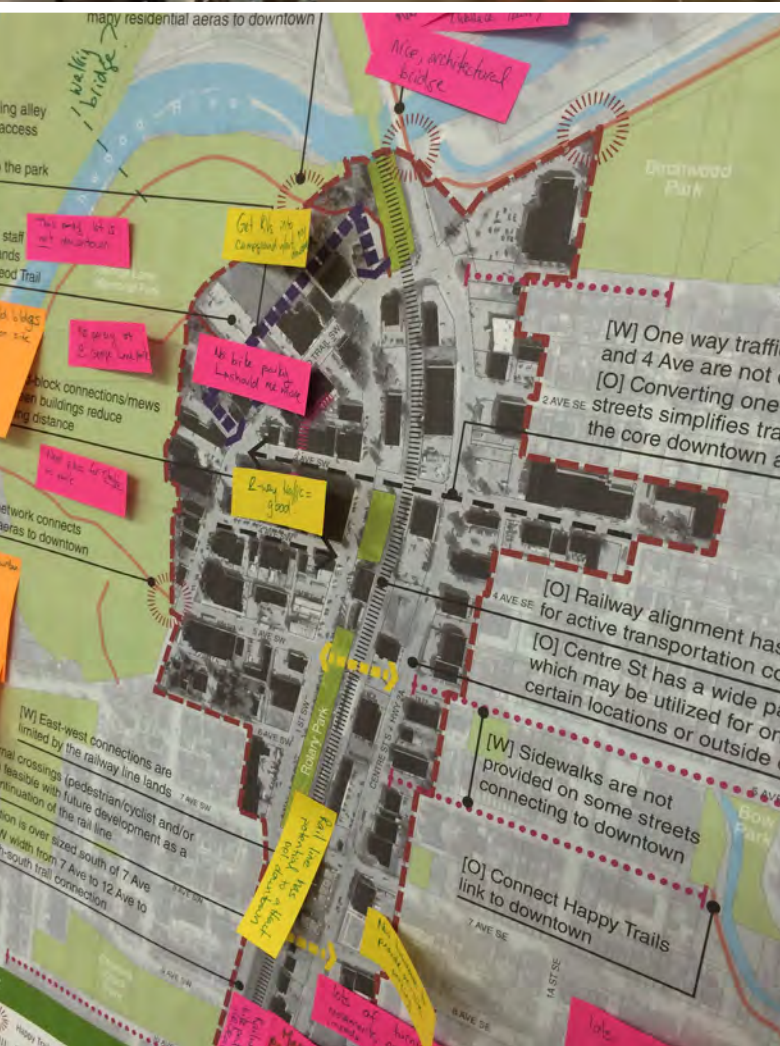


Figure 1-9: High River Downtown ARP Schedule



Public Engagement and Consultation Events

2.2 Principles and Objectives

Places are for people.

- People come downtown to shop, work, meet friends, eat, visit, listen to music, spend time as a family, and attend special events.
- People live downtown in apartments, condos, and townhomes, and in houses in nearby residential areas.
- People spend time downtown because there are comfortable, safe and inviting places to gather and socialize.
- People stay downtown because it is dynamic; there are things to see and do throughout the day and into the evening on a year-round basis.

People are connected.

- People can safely get downtown by the transportation mode of their choice; by walking, cycling, driving or taking transit.
- The CP rail line landscape and Centre Street are important links, rather than barriers, to movement and access.
- Buildings, roadway infrastructure, architecture, and landscape architecture reinforce a people-friendly atmosphere.
- Green streets and pathways lead people to downtown, and into surrounding open spaces.
- Improved interfaces with George Lane Park and the Highwood River connect people to the natural environment.

Community is enriched.

- Economic development provides a diversity of opportunities for investment and employment in strategic sectors: agricultural services, health and wellness, creative / knowledge economies, and tourism.
- Creative use and reuse of spaces, buildings, and public lands such as the former CP rail line builds social, economic and cultural capacity.
- Flexible, multi-use indoor and outdoor spaces house community activities and are hubs for small-scale enterprise and start-up businesses.
- Spaces for playing, walking, cycling and other types of physical activity are integral to the area.

Development is resilient.

- Flood mitigation, adaptive infrastructure capacity, and planning and design measures safeguard the community and its economic investments against the impacts of flooding.
- Architectural and landscape design contribute to an outstanding quality of place.
- Heritage architecture is preserved and integrated with new, context-sensitive development.
- Treed streets, an abundance of flowers, and native species plantings beautify the Downtown, and provide important ecological infrastructure to keep the air and water healthy.
- Building and paving materials, construction approaches, and plant species selection reduce impacts to the environment.

Culture thrives.

- The community nurtures a cultural sector that supports creative economic development and enriches quality of life.
- Quality spaces allow cultural practitioners to showcase their work
- The vibrant downtown area is a hub of cultural activity year round.
- Exceptional and well sited public art captures the modern, progressive spirit of the community.
- An inviting and inclusive environment is fostered to value everyone's contribution.



3. PUBLIC REALM

The public realm plays a critical role in shaping a community's sense of place. The public realm creates a vibrant commercial core by attracting pedestrians and cyclists to spend time downtown and, in turn, actively supports local businesses. In High River, the public realm is a critical catalytic component of downtown revitalization. In order for the revitalization to be successful, the public realm must be attractive for all types of users and facilitate a wide variety of events and activities throughout the year.

The public realm consists of any publicly owned exterior spaces such as streets, sidewalks, parks, and open spaces. Because it is publicly owned, the future development and design of the public realm can be dictated by the town in consultation with the community.

Objectives

The public realm guidelines for the Downtown ARP have been created with the following objectives in mind:

- a. Create safe, vibrant gathering places for community and cultural activities;
- b. Improve public safety for pedestrians, cyclists and motorists;
- c. Facilitate pedestrian and cyclist use, all day and all year round;
- d. Re-vegetate and beautify the downtown by planting street trees, shrubs, and annual flowers;
- e. Reconnect downtown with George Lane Park and the Highwood River, improve public spaces within the downtown, and create new connections into surrounding neighbourhoods that were previously obstructed by the CPR and Highway 2A thoroughfares; and
- f. Use consistent public realm design to create a coherent identity across the downtown ARP area, with slight variations to suit the needs of individual precincts.

Public Realm Illustrative Concept Plan

The Public Realm Illustrative Concept Plan [Map 3-1: Public Realm Illustrative Plan (North) Map 3-2: Public Realm Illustrative Plan (South)] illustrates a cohesive vision for the streets, sidewalks, parks, and plazas within the Downtown ARP plan area, that together comprise the downtown's public realm. Initial portions of the plan were developed out of an immediate need to replace underground utility infrastructure damaged by the 2013 flood, which required reconstruction of the several streets in the historical downtown. The remainder of the concept was developed over the course of the ARP planning process, through engagement with stakeholders and the public, in which objectives for the public realm were identified and design concepts vetted and refined.

The illustrative concept plan reflects a long-term implementation of the policies included in this chapter of the ARP, supported by application of the Downtown Landscape Design Guidelines included in Appendix E. It must be noted that certain components of this concept (e.g., the roundabout at Centre St SW and Macleod Trail, the additional crossing at 5 Ave SW, and the on-street parking shown on Centre Street) will require further study and refinement to implement. This is expanded upon in Chapter 5: Implementation.



Map 3-1: Public Realm Illustrative Concept Plan (North)



3.1 PUBLIC STREETS

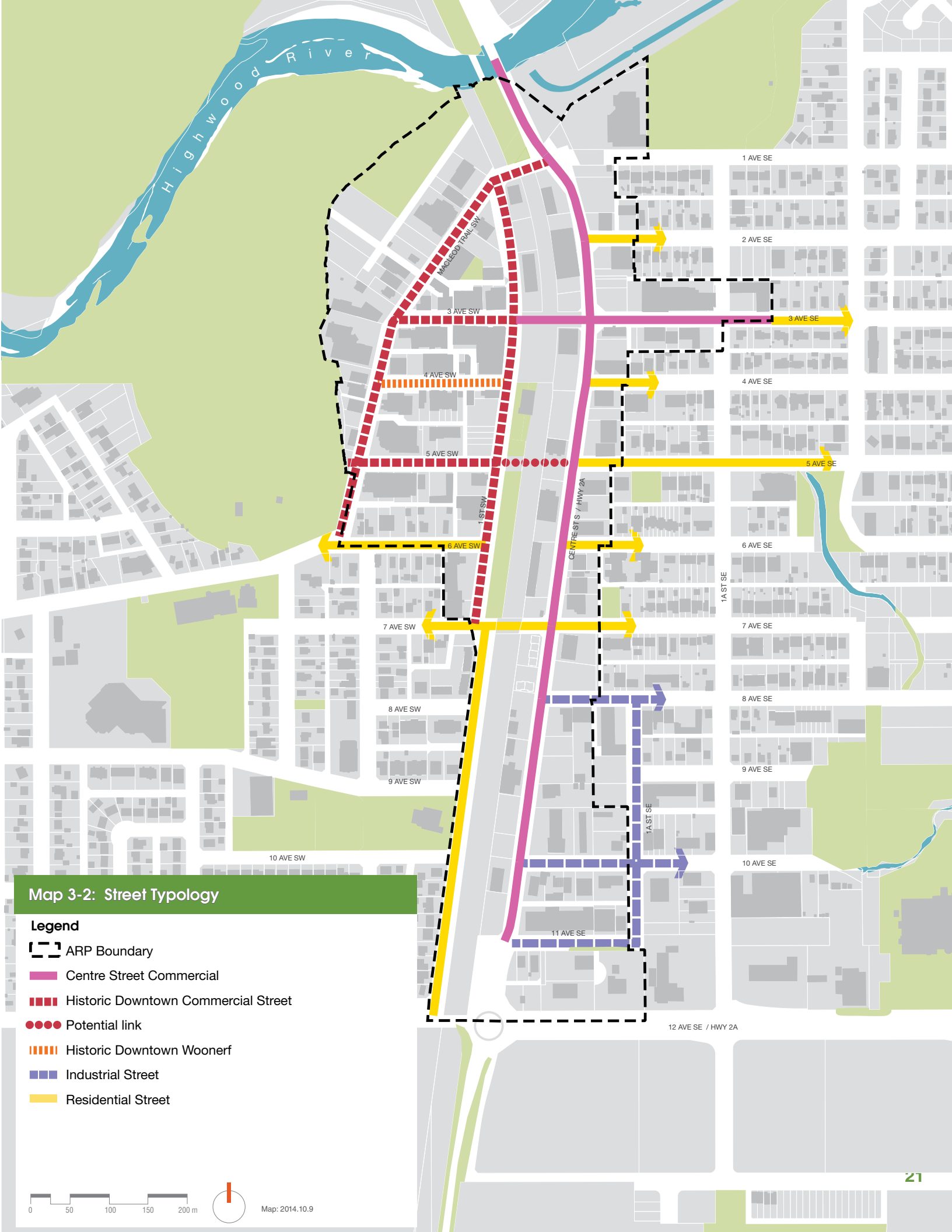
The existing street network should be reconfigured to accommodate greater levels of mobility for pedestrians and cyclists, while also being adapted to support future urban growth. This will ensure that a satisfactory level of service is maintained for vehicles, while providing straightforward and efficient access to the downtown for residents who choose to cycle or walk. The general policies provided in this section were developed to be consistent with the Parking Study included in Appendix C.

3.1.1 General Policies

- a. Pedestrian safety shall be prioritized in all aspects of public realm design and implementation.
- b. Traffic-calming measures shall be employed to improve pedestrian safety.
- c. New roundabouts at the following locations should be considered to improve traffic flow, address dangerous safety conditions, and demarcate entrances into Downtown:
 - Centre Street and Macleod Trail / 1 Avenue SE
 - Macleod Trail and 6 Avenue SW
- d. A new vehicular crossing of the former CPR railroad tracks should be considered at 5 Ave SW to increase east-west connections to the historic downtown and George Lane Park, and to reduce future traffic congestion at existing crossings.
- e. To improve connectivity to downtown east of Centre Street, the cul-de-sacs on 1st Avenue and 6th Avenue should be removed and both Avenues connected directly to Centre Street.
- f. On street cycling shall be encouraged within the downtown by:
 - Installing adequate signage and/or pavement markings to promote sharing the road, and improve safety and awareness for cyclists and motorists, and;
 - *Providing a dedicated on-street bike lane on 5 Avenue between Macleod Trail and 2nd Street SE to connect Happy Trails in George Lane Park to the Happy Trails in Little Bow Park.*

3.1.2 Street Typology

The following section provides a breakdown of the street typology proposed for the ARP plan area. Refer to Map 3-3: Street Typology for recommended locations, as well as the Downtown Landscape Design Guidelines for recommended landscape standards.



Map 3-2: Street Typology

Legend

- ARP Boundary
- Centre Street Commercial
- Historic Downtown Commercial Street
- Potential link
- Historic Downtown Woonerf
- Industrial Street
- Residential Street

0 50 100 150 200 m



Map: 2014.10.9

3.1.2.1 Centre Street Commercial

The current condition of Centre Street provides unrestricted movement of vehicles from the bridge over the Highwood River to the traffic circle at 12 Avenue S. On-street parking is not allowed, and a wide drive aisle results in motorists regularly exceeding the speed limit. As the primary connection between downtown and the rest of High River, it is strongly recommended to reconfigure Centre Street to become more pedestrian and retail oriented (Figure 3-2).

It is important to note that the widening of Centre Street, the installation of new sidewalks, and landscaping along certain portions of the existing right-of-way will require additional land area. Land will need to be acquired for these purposes.

Policies:

- a. During Off-Peak Hours: provide a single travel lane in each direction and allow on-street parallel parking in the remaining travel lanes.
- b. During On-Peak hours: provide two travel lanes in each direction.
- c. To reduce traffic congestion and improve public safety, limit the number of driveways accessing Centre Street by requiring all new developments to access parking lots from laneways where possible.

3.1.2.2 Centre Street Bridge Widening

To improve access to downtown, the Centre Street bridge spanning the Highwood River should be widened to accommodate pedestrian and vehicular traffic flow (Figure 3-3). This measure is currently under consideration for a new structure. The alignment and location of the bridge must be given careful consideration in order to:

- Minimize negative impacts to vehicular, pedestrian and cyclist mobility, and place high importance on public safety.
- Minimize negative impacts to open space and parks adjacent to the bridge.
- Allow for seamless integration with other components shown in the public realm illustrative plan (Map 3-1).

Policies:

- a. The bridge alignment should accommodate the proposed roundabout at Centre Street and Macleod Trail.
- b. The bridge alignment should maintain sufficient green space to connect downtown to the Highwood River and George Lane Park to the west of the bridge.
- c. The bridge alignment should not interfere with the irrigation canal headworks east of the bridge.
- d. The bridge alignment shall provide for sufficient space to construct a pedestrian and cyclist bridge over Centre Street, as described in section 3.3.2.4.
- a. The bridge design should incorporate a strong, distinctive architectural character to highlight its role as a gateway into downtown.

3.1.2.3 Historic Downtown Commercial

Within the historic downtown, unique street types have been developed to address the architectural character of the area, to promote retail development, and to create a vibrant public realm that is attractive to pedestrians.

Policies:

- a. In order to simplify traffic circulation and provide local businesses with more visibility, one-way streets on 3 Avenue SW and 4 Avenue SW between Macleod Trail and 1 Street SW should be converted to two-way streets.
- b. To improve public safety and minimize vehicular and pedestrian conflicts, angle parking shall be eliminated where feasible and replaced with parallel parking; and the remaining right-of-way should be dedicated to sidewalk in accordance with the policies identified in 3.3 Public Sidewalks + Pathways.
- c. To improve pedestrian safety and accessibility throughout the downtown, traffic calming devices such as bulb outs should be installed at intersections, at mid-block pedestrian crosswalks, and where laneways and busy parking lots exit onto streets.
- d. To reduce traffic speeds, drive aisle widths should be reduced to 3.5 metres.



Figure 3-2 Centre Street Commercial Street Concept



Figure 3-3 Centre Street Bridge Widening Concept

3.1.2.4 Historic Downtown Woonerf

To compliment the historic character of 4th Avenue between Macleod Trail and 1st Street SW and to provide a suitable location for special events, it is recommended that the existing street be reconfigured into a **woonerf** that is shared equally by pedestrians, cyclists and motorists (Figure 3-4 and Figure 3-5). The following policies apply to the creation and management of the woonerf:

Policies:

- a. Eliminate one way traffic flow and replace it with two way traffic flow, with a drive aisle width of 3.0 metres.
- b. To encourage pedestrian movement between the sidewalk and roadway, install a unique and uniform paving material throughout the sidewalk and roadway; install a low-profile rolled curb and gutter along the woonerf; post maximum traffic speeds to “Shared Street - 10 km/h”.
- c. Eliminate angle parking and replace with short-term parallel parking.
- d. Incorporate a chicane into the road geometry to reduce traffic speeds.
- e. Allow the woonerf to be closed to vehicular traffic for special events, as indicated in section 3.3.2.3. This includes seasonal or daily closures as deemed appropriate by the relevant authorities. Closures must allow access for emergency vehicles.

3.1.2.5 Industrial Street

Within the Industrial Arts Precinct, streets are designed primarily for vehicular traffic, including a higher proportion of large vehicles.

Policies:

- a. On-street parallel parking is strongly encouraged.
- b. For existing developments, existing driveway accesses are permitted.
- c. New developments should have a single access point to the facing street. Two access points may be permitted if a single point of access is deemed unfeasible by the development authority.
- d. For new developments, maximum driveway width shall not exceed 12 metres.

3.1.2.6 Residential Street

Residential streets are primarily local roads with low traffic volumes. Due to higher population densities, on-street parking is desirable, as are sidewalks on both sides of the road to allow for safe movement of pedestrians.

Policies:

- a. On-street parallel parking is strongly encouraged.
- b. Where sidewalks do not exist, reduce drive aisle widths to allow for installation of a 1.5 metre sidewalk, provided that the remaining drive aisles are no less than 3.5 metres wide.



Figure 3-4 Historic Downtown Woonerf Concept Perspective View



Figure 3-5 Historic Downtown Woonerf Concept Plan View

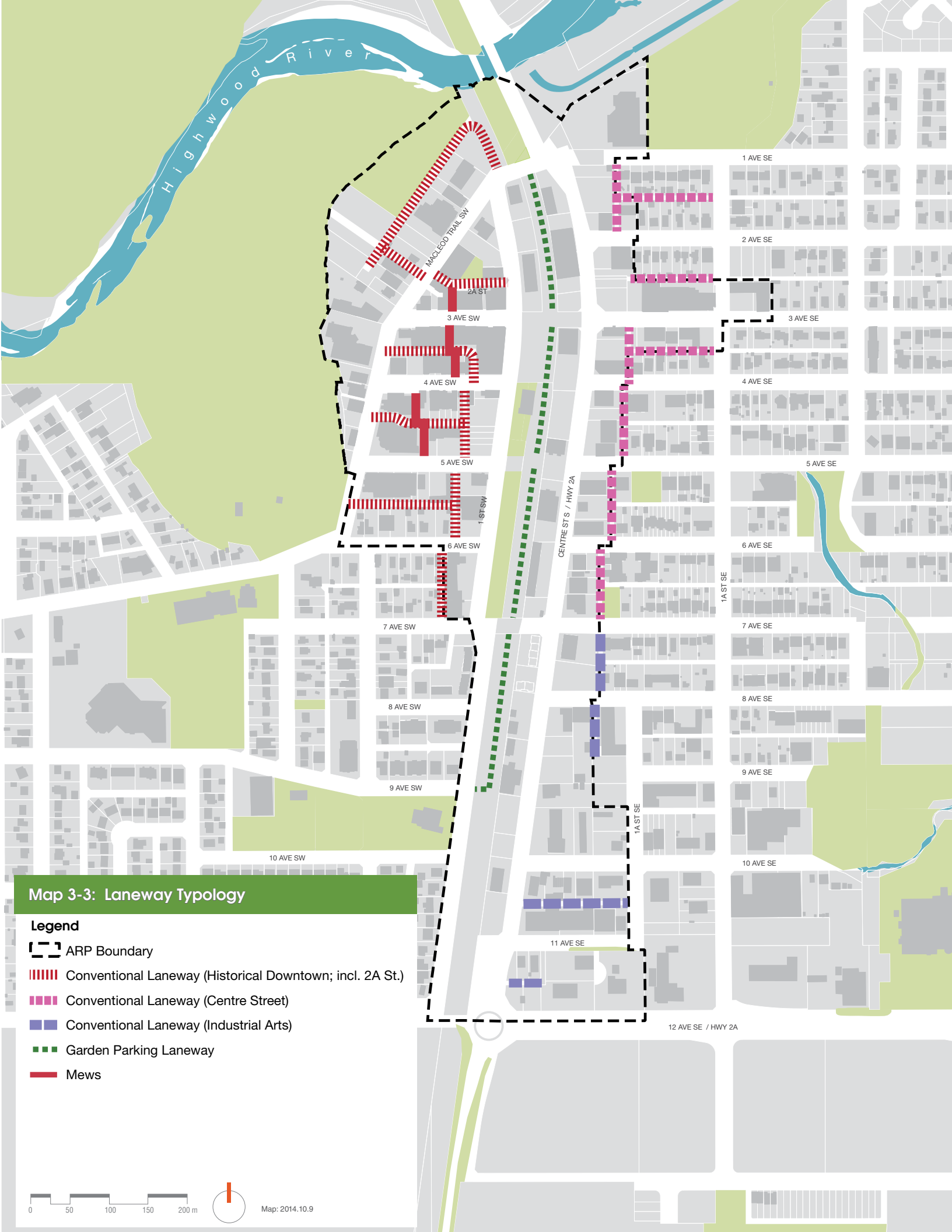


3.2 PUBLIC LANEWAYS

In the conventional sense, laneways within the downtown serve businesses and residences by providing access to: service entrances of buildings, private parking, and other back of house activities, such as waste and recycling collection. Within High River's downtown, however, there are additional laneways that serve as public access to plazas and as pedestrian thoroughfares through the historic downtown.

3.2.1 LANEWAY TYPOLOGY

The following section provides a breakdown of laneway typology within the downtown ARP boundary. Refer to Map 3-4: Laneway Typology for recommended locations, as well as the Downtown Landscape Design Guidelines for recommended landscape standards.



Map 3-3: Laneway Typology

Legend

- ARP Boundary
- Conventional Laneway (Historical Downtown; incl. 2A St.)
- Conventional Laneway (Centre Street)
- Conventional Laneway (Industrial Arts)
- Garden Parking Laneway
- Mews

0 50 100 150 200 m



Map: 2014.10.9

3.2.1.1 Conventional Laneway*

Conventional Laneways refer to those laneways that are primarily used for access to back of house activities for residences and businesses.

Policies:

- a. Where feasible, new developments shall access parking lots by means of adjacent laneways.
- b. Private waste and recycling storage facilities located within laneway rights-of-ways are prohibited.
- c. Private parking within laneway rights-of-ways is prohibited.

**Note that 2A Street is included here and shown on Map 3-3. While 2A street may not be a lane in name, it functions as one. The conventional laneway policies are more appropriate for it than the street typology policies contained in the previous section in this chapter.*

3.2.1.2 Pedestrian Mews

Mews are the pedestrian laneways that thread between and behind buildings, and are one of the unique characteristics of High River's Downtown (Figure 3-6). They improve pedestrian connectivity and serve as public spaces, providing opportunities for pedestrian access points into adjacent buildings and activities.

Policies:

- a. Existing mews shall be preserved as pedestrian oriented laneways.
- b. Mews shall have clear legible public access from streets and provide sufficient lighting throughout.
- c. The development of a mews is recommended in the block between 4 and 5 Avenue as indicated on the location shown on Map 3-4: Laneway Typology.
- d. The surface treatment within mews should integrate with the sidewalks to which the mews are connected, providing clear legibility for pedestrians.

- e. Planting of trees, shrubs and other vegetation within the mews system, in accordance with the Downtown Landscape Design Guidelines, is strongly encouraged.
- f. Where a mews intersects a conventional laneway, the presence of the pedestrian mews shall be clearly articulated to ensure safe pedestrian passage across the conventional laneway.
- g. New developments should incorporate active frontage and building entrances onto all facades abutting pedestrian mews.
- h. Where compatible uses exist, spill-out activities between at-grade retail and hospitality services abutting mews is encouraged.

3.2.1.3 Garden Laneway

Within the existing CPR lands between Macleod Trail and 9th Avenue S, a new laneway type is proposed that serves the following purposes:

- A new laneway will act as a service lane to parcels along Centre Street for the purposes of parking access, loading, and waste and recycling collection;
- New public parking spaces within the downtown will be incorporated into the Garden Laneway to offset parking decreases associated with the removal of angle parking within the historic downtown; and
- The laneway shall be designed to accommodate vehicular, pedestrian, and cyclist circulation.

Policies:

- a. The design of the laneway shall facilitate multiple transportation modes by providing an equal balance between vehicular, pedestrian, and cyclist circulation.
- b. The landscape of the laneway shall be designed in accordance with the Downtown Landscape Design Guidelines to ensure that the laneway is seamlessly incorporated with the surrounding open space abutting the laneway.



Figure 3-6 Pedestrian Mews Concept Perspective View



3.3 PUBLIC SIDEWALKS + PATHWAYS

Public sidewalks refer to paved areas on public lands intended for pedestrian travel alongside roadways. In certain areas where pedestrian mobility is of high importance, public sidewalks may be enhanced through widening, special surface treatments, unique lighting, and the installation of site furnishings. It is recommended that sidewalks are designed primarily for pedestrian circulation, but may accommodate cycling for children.

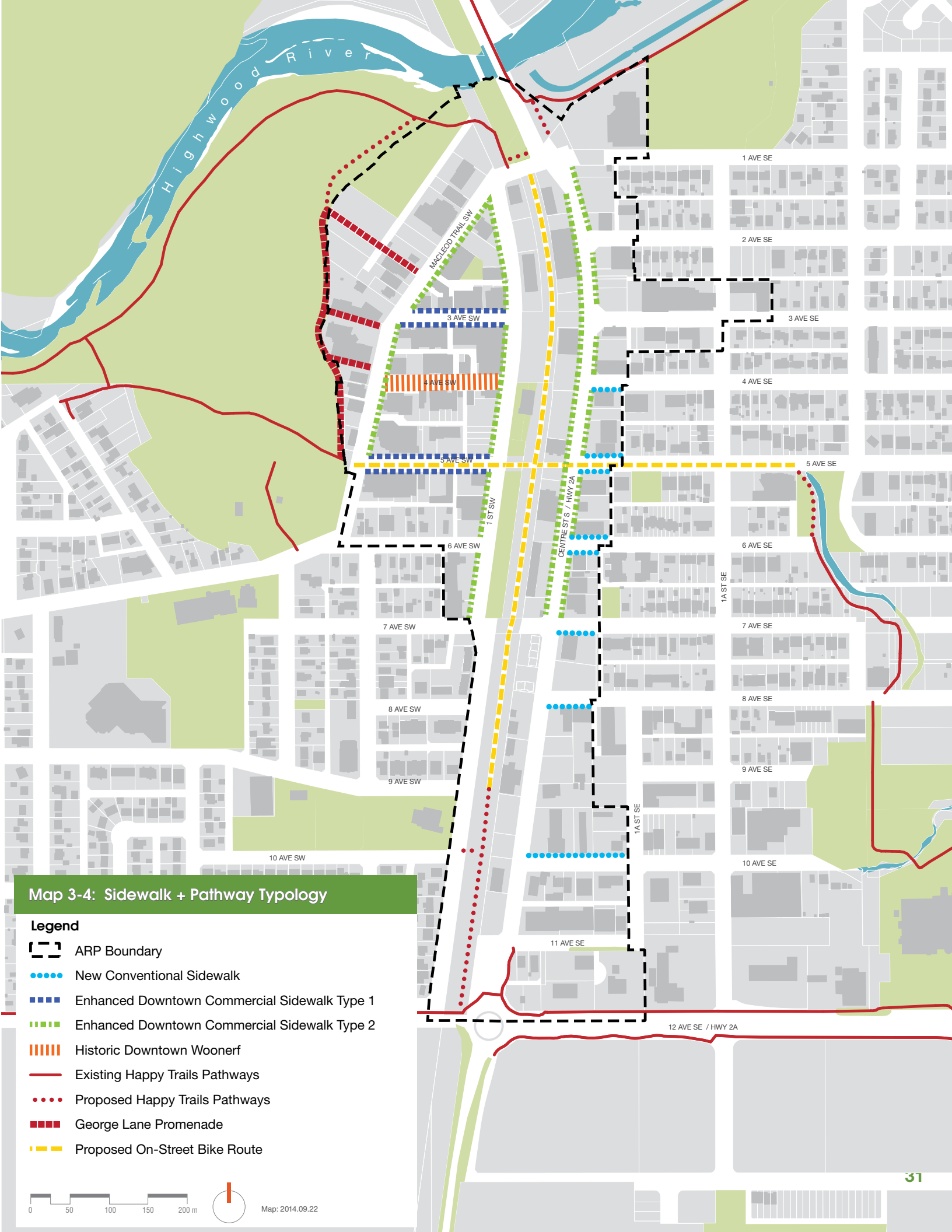
Public pathways differ from sidewalks in that they are generally not located immediately adjacent to roadways, but rather through parks or in public rights of way abutting private properties. It is recommended that pathways are designed for multiple uses, including walking and cycling.

3.3.1 General Policies

- a. All sidewalks shall be designed in accordance with the recommendations of the American Disabilities Association Guidelines (ADA Guidelines), including wheelchair letdowns at all pedestrian crossings.
- b. Where feasible, sidewalks should be a minimum of 2.0 metres in unobstructed width.
- c. Sidewalks shall be adequately illuminated to ensure a high level of pedestrian safety and comfort.
- d. Sidewalks should be provided on both sides of the streets throughout the ARP boundary.
- e. Obstructions to sidewalks, including driveway aisles and above-ground utilities should be minimized to maximize pedestrian safety.
- f. New developments should design public sidewalks as per this ARP.

3.3.2 Sidewalk + Pathway Typology

The following section provides a breakdown of sidewalk and pathway typology within the downtown ARP boundary. Refer to Map 3-5: Sidewalk + Pathway Typology for recommended locations, as well as the Downtown Landscape Design Guidelines for recommended landscape standards. Each typology varies according to the width of the frontage zone, pedestrian zone, and greenscape / furnishing zone.



Map 3-4: Sidewalk + Pathway Typology

- Legend**
- ARP Boundary
 - New Conventional Sidewalk
 - Enhanced Downtown Commercial Sidewalk Type 1
 - Enhanced Downtown Commercial Sidewalk Type 2
 - Historic Downtown Woonerf
 - Existing Happy Trails Pathways
 - Proposed Happy Trails Pathways
 - George Lane Promenade
 - Proposed On-Street Bike Route

Table 3-2 Sidewalk Typology Widths



Sidewalk Zone	Frontage Zone	Pedestrian Zone	Greenscape / Furnishing Zone
	<p>Applies to locations with buildings adjacent to sidewalk.</p> <p>Permitted uses:</p> <ul style="list-style-type: none"> • Patio seating • Non-permanent signage • Retail display • Landscaping 	<p>Reserved only for pedestrian travel.</p> <p>Permitted uses:</p> <ul style="list-style-type: none"> • Pedestrian Travel only 	<p>Area between top of curb and border of pedestrian zone.</p> <p>Permitted uses:</p> <ul style="list-style-type: none"> • Public Site Furnishings • Transit stops • Landscaping • Non-permanent patio (under special circumstances, such as within bulb-outs)
Sidewalk Typology	Preferred Minimum Zone Widths		
Conventional	N/A	1.8m	N/A, unless sidewalk is separated from curb with a boulevard.
Enhanced Downtown Commercial Type 1	1.2m	1.8m	1.5m
Enhanced Downtown Commercial Type 1	1.0m	1.8m	0.6m
Historic Downtown Woonerf	1.5m	2.25m	1.5m
<p>NOTES:</p> <ul style="list-style-type: none"> • Recommended widths are minimum guidelines. Actual widths may vary on a street-by-street basis. • Under special circumstances, and reviewed for approval on a case-by-case basis, businesses may apply for use of the furnishing zone for sidewalk café / patio, if sufficient width of other zones can be demonstrated. • All private uses must be approved through an established protocol (See Chapter 5: Implementation, “High River Downtown Sidewalk + Woonerf Program”) 			

3.3.2.1 Conventional Sidewalk

Conventional sidewalks refer to all areas within the ARP boundary where enhanced sidewalk typology are not designated. Refer to the Downtown Landscape Design Guidelines for relevant design guidelines and details.

Policies:

- a. Refer to Table 3-1 Sidewalk Typology Widths for widths of each sidewalk zone.

3.3.2.2 Enhanced Downtown Commercial Type 1 + Type 2

Throughout those areas of downtown that are intended to support at-grade retail business, sidewalk enhancement is recommended to meet the following objectives:

- Create a unique sense of identity for the area through the consistent application of quality surface materials, planting, lighting, and furnishings.
- Increase pedestrian comfort and to enhance the overall character of the street.
- Provide ample sidewalk width to allow a comfortable flow of pedestrians within the pedestrian zone.
- Improve the quality of pedestrian experience by widening existing sidewalks to allow for a furnishing zone that contains public seating, waste receptacles, bike racks, newsstands, and other public amenities.
- Make the downtown more attractive for business by allowing commercial use of the sidewalk within the frontage zone for retail displays, non-permanent signage, patio seating, or other non-permanent uses. This will, in turn, improve the experience of consumers and provide additional value to the retailer.
- Allow for commercial use of sidewalks for non-permanent patios within the furnishing zone.

Policies:

- a. Where deemed acceptable by the Town of High River, private utilization of public sidewalks within the frontage zone is allowed for temporary patio, retail, display, or other non-permanent uses. All private uses must be submitted for approval through an established protocol (see Chapter 5: Implementation, High River Downtown Sidewalk + Woonerf Program.)
- b. Refer to Table 3-1 Sidewalk Typology Widths for widths of each sidewalk zone.

3.3.2.3 Historic Downtown Woonerf

As discussed in Section 3.1.2.4, in the 4 Avenue right-of-way between Macleod Trail and 1 Street SW, it is recommended that a **woonerf** street be constructed to create a safe and comfortable environment for pedestrians across the entire right of way, while maintaining vehicular traffic at reduced speeds. As a pedestrian-oriented area, the Historic Downtown Woonerf is well-suited for special events and is an ideal location for hosting cultural activities year round.

Policies:

- a. Seasonal or daily closure of the Historic Downtown Woonerf for special events is strongly encouraged.
- b. Closures should be coordinated through an established protocol (see Chapter 5: Implementation, High River Downtown Sidewalk + Woonerf Program).
- c. Where possible, install appropriate event support facilities such as electrical outlets, WiFi/LiFi, and speakers.

3.3.2.4 Happy Trails Pathway

Happy Trails is the primary multi-modal regional pathway network throughout the Town of High River. Within the ARP boundary, there are opportunities for enhancement along the Happy Trails network by linking disconnected portions of the Happy Trails Pathways, creating linkages to the downtown, and improving public safety where the pathway network interfaces with roadways.

Policies

- a. To improve public safety and reduce vehicular congestion, it is recommended that a pedestrian and cyclist bridge be constructed over Centre Street along the Highwood River. If feasible, the bridge abutments should form part of the flood protection berm along the Highwood River, and incorporate design elements that serve to educate the public about flooding and flood mitigation along the Highwood River.
- b. As part of future bridge widening, Happy Trails sections should be provided on both sides of the future Highwood River Bridge.
- c. Where dedicated pathways cannot be accommodated, on-street and laneway bike routes are recommended to interconnect trail networks.
- d. The Happy Trails Pathways should be incorporated into the George Lane Promenade.

3.3.2.5 George Lane Promenade

The George Lane Promenade is a proposed extension of the Happy Trails Pathway network, and borders the eastern boundary of George Lane Park (Figure 3-8). The objectives of the promenade are:

- To provide a direct, active interface between buildings in the Historical Downtown Precinct adjacent to George Lane Park.
- To encourage business owners to participate in the public enjoyment of George Lane Park by offering the public opportunities for outdoor dining and entertainment in a picturesque setting.

Policies:

- a. A public promenade be constructed along the eastern edge of George Lane Park.
- b. The promenade should extend from the 5th Avenue park entrance to the public parking lot adjacent to City Hall, and terminate at the existing Happy Trails Pathway. The proposed alignment is shown on Map 3-4: Sidewalk + Pathway Typology.
- c. If feasible, establish public rights-of-ways to construct pathways through existing privately owned parcels between the boundary of George Lane Park and Macleod Trail.
- d. Encourage new developments along the promenade through the construction of active building frontage, outdoor terraces and patios, building entrances, and gardens.

PUBLIC SIDEWALKS + PATHWAYS



Figure 3-7 Downtown Enhanced Commercial Sidewalk Type 1 Concept



Figure 3-8 George Lane Promenade Concept



3.4 OPEN SPACE

Open spaces are those lands within the ARP boundary that are owned by the Town of High River and intended for public uses such as social gatherings, public events, and active and passive recreation. Open space typology include parks and plazas as illustrated on Map 3-6: Open Space.

3.4.1 General Policies

- a. Public spaces should have clear legible public access, be flexible in terms of use, and consider solar access and year-round cultural activities in their design.
- b. Design of public spaces should adhere to Crime Prevention Through Environmental Design (CPTED) principles.



Map 3-5: Open Space

- ARP Boundary
- Existing Open Space Outside ARP Boundary
- Existing Open Space Inside ARP Boundary
- Proposed Open Space
- Existing Plazas
- Proposed Plazas
- Proposed Open Space Outside ARP Boundary (beyond ARP scope; shown for illustrative purposes only)



Map: 2014.09.22

3.4.2 Existing + New Public Parks

Public parks refer to areas of land that are landscaped in a largely natural state for the enjoyment of the public. They may have facilities for recreation, and are generally programmed with enough flexibility to allow for a wide variety of year-round uses.

3.4.2.1 George Lane Park

While located outside the ARP study area, George Lane Park is an important feature of downtown High River. There are significant opportunities to connect the historic downtown with George Lane Park through the establishment of the George Lane Promenade discussed in Section 3.3.2.5. A connection to an expanded park space at the north end of downtown, west of the Centre Street bridge, would be visible to pedestrians and motorists travelling southbound across the Highwood River, and would help create a distinctive gateway to the plan area and the park at the north end of downtown.

Policies

- a. Enhance the existing George Lane Park entrance at 5 Avenue SW by establishing a prominent gateway feature to invite the public to enter the park from Downtown.
- b. Create the George Lane promenade described in Section 3.3.2.5 along the eastern boundary of the park, so that new development on the western edge of the plan area can present pedestrian-oriented frontage to the park.
- c. Explore year-round programming opportunities for recreation and cultural activities within George Lane Park that complement and expand the existing program of events and festivals that take place downtown, as recommended in **Appendix D, Cultural Plan.**
- d. Create a gateway park space at the north end of downtown, west of the Centre Street bridge. The space should include the Happy Trails cyclist and pedestrian bridge recommended in Section 3.1.2.2 and serve as a connection point between George Lane Park, the downtown, and the Public Service Precinct that runs north-south through the plan area. The park space may be a suitable location for the construction of public art installations that memorialize the 2013 flood and educate the public about flooding in High River.

3.4.2.2 Rotary Park

Rotary Park is the largest open space within High River's downtown. It is a linear park that borders the former CPR right of way along its eastern boundary where the Garden Laneway is recommended.

Policies

- a. Maintain Rotary Park in its current condition as a linear park.
- b. Explore year-round programming opportunities for recreation and cultural activities within Rotary Park that complement and expand the existing program of events and festivals that take place downtown.
- c. When the Garden Laneway is constructed, Rotary Park should be expanded eastward and interfaced with the laneway and public parking stalls; planting should be used to screen parking stalls from the park.
- d. If 5 Avenue SW is extended through Rotary Park between 1 Street SW and Centre Street (as shown in Map 3-1), the park should be modified to ensure safe pedestrian flow, and 5 Avenue SW will require pedestrian calming measures to ensure safe vehicular speeds. The existing sculpture within the proposed road alignment should remain in its current location by splitting the roadway around the sculpture.

3.4.2.3 *New Park at 1st Street and 9th Avenue SW*

There is an opportunity to create a new public park across 1 Street SW from the existing Charles Clark Park and the public library. Within the public realm concept plan, this is a strategic location for a park as it would demarcate the presence of the adjacent civic institutions cluster (the public library, Culture Centre, and Charles Clark Health Centre).

Policies

- a. Creation of a new park east of 1st Street SW between 9th Avenue and 10th Avenue SW is recommended.
- b. A pedestrian crossing signal across 1 St SW adjacent to the library is recommended to facilitate easy and safe crossing for pedestrians.
- c. To create an environment suitable for a new public park, traffic calming features, including pedestrian bulb-outs and narrowed drive aisles, are recommended to reduce vehicular speeds along 1st Street SW.

3.4.2.4 *New Urban Agriculture Park at 1st Street between 9th - 12th Avenue*

The lands between 1st Street SW and Centre Street SW, between 9 Avenue and 12th Avenue SW, and within the CPR right of way, are envisioned for use by non-profit groups, community-oriented urban agriculture, community gardens, and/or public orchards. These uses reinforce the agricultural identity of the Town and region, and will act as a catalyst to help the community build strong internal relationships, as well as partnerships with local charities.

Policies

- a. The Town shall ensure that the land is available for urban agricultural uses, provided that the community forms a non-profit organization that is solely responsible for the fund-raising, development and maintenance of the proposed uses for the entire duration of the land use agreement.
- b. To facilitate the urban agricultural use, the Town of High River should provide water for irrigation at limited or no cost to the non-profit group responsible for care of the lands.

- c. The urban agriculture park should accommodate the a north/south Happy Trails connection.
- d. Food-sharing agreements with local charities are strongly encouraged.

3.4.3 Existing + New Public Plazas

Public plazas refer to areas of land that are largely landscaped with hard surface materials, and generally oriented for public gathering rather than active recreation. They are typically programmed with enough flexibility to allow for a wide variety of events.

3.4.3.1 *Pioneer Square*

Pioneer Square is the largest existing public plaza in the downtown, and is used for a wide variety of public events. The creation of active pedestrian frontages on developments abutting Pioneer Square is strongly encouraged to ensure that the land is fully utilized as a public amenity.

Policies

- a. Encourage active frontage, building entrances, and temporary spill-out activities, including café seating, patios, retail displays, and non-permanent signage in the square. Private use of the plaza will be subject to approval through an established protocol (see Chapter 5: Implementation, High River Downtown Sidewalk + Woonerf Program).
- b. Renovations to the existing plaza are recommended to facilitate a wider range of activities than the area currently allows.
- c. If turfgrass is installed, turf reinforcement should also be installed to minimize compaction and maximize turf health.
- d. If possible, appropriate event support facilities such as electrical outlets, WiFi/LiFi, and speakers should be installed.

3.4.3.2 Museum of the Highwood Plaza

The Museum of the Highwood is one of the largest cultural attractions in the downtown, and is strategically located nearby Rotary Park and the proposed Garden Laneway. There is currently a small plaza paved with concrete unit pavers north of the museum along 1st Street.

Policies

- a. Maintain the existing use of the land at the corner of 1st Street SW and 3rd Avenue as a plaza.
- b. Use of the plaza for any private function shall be subject to approval through an established protocol (see Chapter 5: Implementation, High River Downtown Sidewalk + Woonerf Program.)
- c. Expand the existing plaza to include new pedestrian areas constructed as part of traffic calming measures along 1st St SW.
- d. When the Garden Laneway is constructed, it is recommended to expand the plaza to include the lands adjacent to the laneway surrounding the Museum of the Highwood.
- e. Work with the Museum of the Highwood to construct educational and/or public art installations that coincide with the programming of the museum, as well as to use the plaza for special events and outdoor programming on a year round basis.

Highwood Golf and Country Club

Birchwood Park

George Lane Memorial Park

Bow Park

Charles Clark Park


Map 4-1: Plan Area and Planning Precincts

Legend

 ARP Area

 Historical Downtown Precinct

 Centre Street Precinct

 Industrial Arts Precinct

 Garden Residential Precinct

 Public Services Precinct

0 50 100 150 200 m





4. LAND USE + URBAN DESIGN

To support the overall vision and objectives of the Downtown ARP, this section contains policies and guidelines that enable the evolution of a cohesive development pattern over the next 30 years. These policies and guidelines address the range and allocation of land uses, the integration of private development with the adjacent public realm, the massing and architectural articulation of buildings, and the provision of broader amenities and services. They acknowledge the downtown's strong heritage foundations, scale, and range of building types and uses, while recognizing and enabling the downtown's future potential as an active, diverse, and economically sustainable centre for the Town.

This chapter is organized into seven sections:

- A **Land Use + Urban Design Concept**, which illustrates a potential built form outcome for the downtown.
- A section on **General Objectives and Policies** that applies to the entire Downtown ARP area.
- Five sections containing specific objectives and policies for the **Planning Precincts** within the Downtown ARP area described in Chapter 1 and shown on Map 4-1: Plan Area and Planning Precincts.

4.1 Land Use + Urban Design Concept

The Land Use + Urban Design Concept (Map 4-2 and Map 4-3) represents a potential built-form outcome for downtown High River. It was developed with careful consideration of the plan context (Chapter 1); the strengths, weaknesses, opportunities, and challenges identified for the study area (in Appendix B); the vision articulated by town residents, business, PRAC, and Council, (Chapter 2 and Appendix A); and the interface with the public realm concept (Chapter 3).

The concept illustrates an overall design vision for the downtown that supports the opportunities provided by the area's unique history, its long-standing retail and commercial presence, its desire for an expanded cultural sector, its proximity to the Highwood River and associated park space, and its central location in the community adjacent to established residential neighbourhoods.

Importantly, the concept reflects one of many possible outcomes for the downtown. It is not intended to illustrate a preferred solution, but rather demonstrate how consistent implementation of the recommended ARP land use and urban design policies (described in the sections that follow) might manifest. It is critical to note that the existing land use districts generally support implementation of this concept without any up-zoning (with the exception of some reduced setback requirements). The ARP does not dramatically rethink what can be built in the downtown, but provides nuanced direction for development across the five planning precincts so that a cohesive outcome is achieved.

The amount and scale of redevelopment illustrated in the concept was informed primarily by a Coriolis Study, which projected population and employment growth in the area and was used to support the Town of High River's *Town Plan*. A summary of the concept's development program is provided in Table 4-2; please note that this table is provided for reference to the land use and urban design concept only and does not represent the results of a market study, or otherwise suggest an amount of growth supported by demand for land by use.

Table 4-2 shows that the capacity provided by the existing building stock in the plan area equates to approximately 76,000 square metres of gross floor area, of which the vast majority (71,800 metres) is for non-residential uses. This potentially supports an estimated 1,720 employees, but only approximately 80 residents.

In the conceptual partial redevelopment scenario, historic buildings were largely retained; conceptual redevelopment

followed the policies and guidelines contained in this ARP. The scenario illustrates an additional 86,000 square metres of residential gross floor area, contributing to a net increase of approximately 171,400 square metres of conceptual redevelopment. This potentially supports an estimated 3,900 employees and 1,500 residents (an increase of 2,180 and 1,420 persons, respectively). While such a large scale increase in development may not be realized within the short or long term, this Chapter of the ARP provides the policy tools and guidelines needed to manage development in the downtown.

Preferred locations for civic buildings, including the visitor centre, library, museum, and other buildings supporting cultural facilities described in **Appendix D: Cultural Plan**, are shown on Map 4-2, along with indications for some of the locations of new types of land uses, such as garden residential townhomes (from 4.5 Garden Residential Precinct) and live/work townhomes (from 4.6 Industrial Arts Precinct).

4.2 General Objectives and Policies

General objectives and policies for urban design and development are applicable to the entire downtown ARP area.

4.2.1 Objectives

- a. Support intensification and a mix of uses downtown to ensure new utility infrastructure is efficiently utilized.
- b. Support a diversity of land uses downtown, including residential uses, to facilitate activation of public spaces and the creation of a local market for downtown businesses that can be sustained beyond regular business hours.
- c. Achieve a high standard of architectural and urban design quality for all new development and redevelopment projects.
- b. For stand-alone residential developments, or mixed-use projects including residential space, a range of housing formats is encouraged to accommodate different income levels, age groups, households, and lifestyles.
- c. Where appropriate, the provision of larger residential unit sizes and ground-oriented units for families and senior citizens is encouraged.
- d. Auto-oriented uses such as automobile service centres, drive-through businesses, and service stations will only be permitted in the Industrial Arts Precinct; they are prohibited in all other precincts.
- e. At-grade parking lots (those independent of any other use) are strongly discouraged within the Historical Downtown Precinct and the Centre Street Precinct.
- f. Any features facilitating accessibility to buildings (e.g., ramps, stairs) should be contained within the property line.

4.2.2 Compliance Policies

- a. At the date of adoption of this plan, existing development will be considered conforming.
- b. The land use and urban design of future development proposals must conform to the intent of the precinct, as stated in the objectives provided for each precinct in the sections that follow, in which the proposal is located. Development proposals may be considered conforming if the intent is deemed to be achieved.
- c. Future land use re-designations must conform to the intent of each precinct as stated in the objectives for each precinct.
- d. Rules in part 4, division 5, section 102 (Flood Hazard Overlay) of the Town of High River Land Use Bylaw take precedence over land use policies and urban design guidelines provided in this chapter.
- e. Signage rules provided in part 3, division 3 of the Town of High River Land Use Bylaw take precedence over signage design guidelines provided for each precinct in this chapter

4.2.3 Land Use and Urban Design Policies

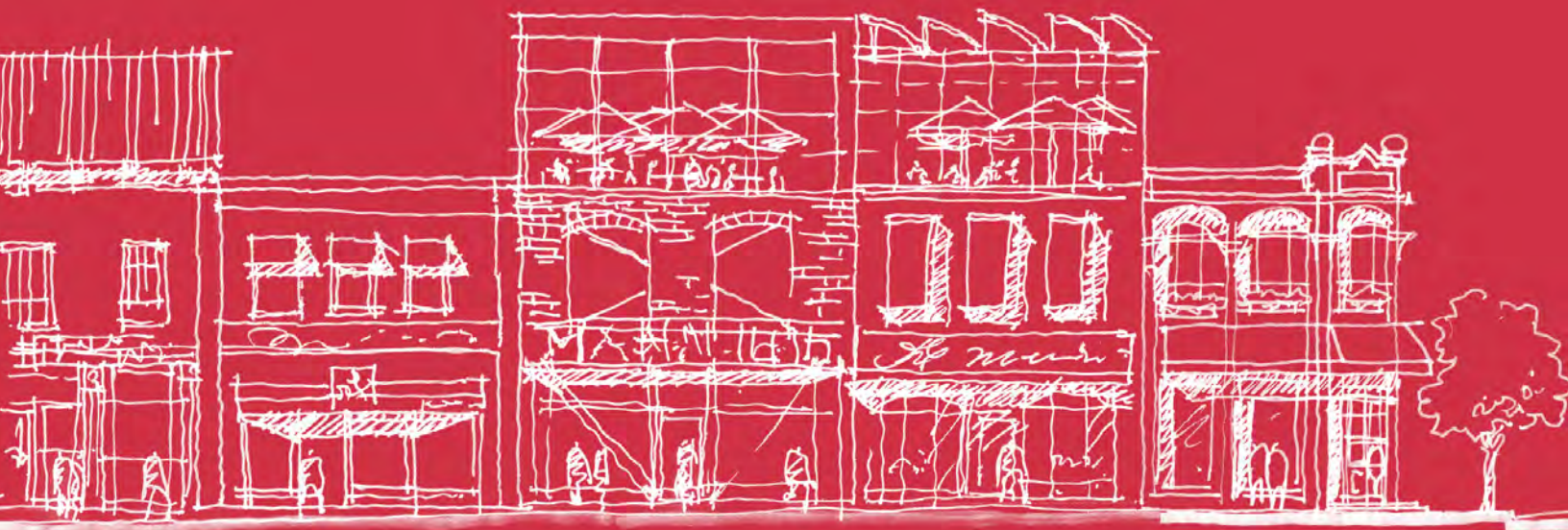
- a. The conservation and adaptive re-use of existing heritage buildings is strongly encouraged to assist in retaining the character of the downtown.

Table 4-3 Land Use and Urban Design Concept Development, Population, and Jobs Estimates

	Existing Conditions*		Development Concept		Change
Development (Gross Floor Area, square meters)	Existing Development	76,000	Pre-Existing Development**	39,000	-37,000
	Residential	4,200	Residential	2,400	-1,800
	Business/Civic***	71,800	Business/Civic***	36,600	-35,200
			Proposed Development	208,400	208,400
			Residential	86,000	86,000
			Office	44,600	44,600
			Retail	51,200	51,200
			Industrial	14,900	14,900
			Government/Civic	7,300	7,300
		Hotel	4,400	4,400	
Total Development (Gross Floor Area, square meters)	76,000		247,400		171,400
Population	80		1,500		1,420
Employment	1,720		3,900		2,180
*does not reflect current occupancy but rather an estimated amount potentially supported by existing buildings					
** pre-existing development includes those existing buildings that remain after conceptual redevelopment					
***an aggregate of retail, office, industrial, government, and civic use floor areas was only available for the existing conditions					



Map 4-2: Land Use and Urban Design Concept (North)



4.3 HISTORICAL DOWNTOWN PRECINCT

The Historical Downtown Precinct (Map 4-4) is located primarily along Macleod Trail SW, extending east to 1 Street SW, and between 1 Avenue SE to the north and 7 Avenue SW to the south. The George Lane Park area is to the immediate west, with the Highwood River beyond. The Centre Street Precinct is located to the east, and established low-density residential areas are located to the south and southwest of the historical Downtown.

As both the historical and contemporary centre of commerce and business in the community, this Precinct experiences a high volume of pedestrian and vehicle activity, and is characterized by commercial, retail, and office development, contained within both heritage and modern buildings. Many of the Town's heritage and cultural resources are located in this precinct, including built heritage resources, cultural facilities in civic buildings, and commercial venues that support cultural industries. Redevelopment will respect the small-scale business and lot pattern, while ensuring it remains the cultural, commercial, and pedestrian focus of High River.

4.3.1 Objectives

- a. To retain the area as the commercial and cultural centre of High River.
- b. To respect the historical lot pattern and building frontage character of the area.
- c. To maintain the existing inventory of and to provide opportunities for small-scale, locally-owned businesses and services.
- d. To retain the compact, diverse, low-scale, and small-shop front character of the historic downtown.
- e. To ensure development contributes to a high-quality public realm and pedestrian environment.
- f. To provide opportunities for mixed-use commercial or commercial/residential development, while ensuring retail and commercial uses are maintained at street level.
- g. To accommodate complementary public amenities, cultural facilities, civic buildings, and services in a location central to the Town.
- h. To ensure an appropriate transition in development and built form to the low-density residential area to the southwest.

HISTORICAL DOWNTOWN PRECINCT

4.3.2 Land Use

- a. New development should incorporate a mix of uses into individual buildings, versus a mix of uses spread throughout the area in general. Retail or commercial uses should be provided on the ground floor of any new development, and encouraged for existing buildings.
- b. In keeping with the traditional pattern and scale of development, small-scale retail/commercial uses should be the predominant form at the ground level of buildings in the area.
- c. The adaptive re-use of existing heritage buildings (as identified in the Town of High River Downtown Heritage Inventory report) is strongly encouraged.
- d. A diversity of street-oriented retail and commercial uses should be encouraged to enhance the pedestrian environment in this Precinct.
- e. Commercial establishments with a restaurant or food service focus are encouraged to provide informal cultural venues, such as performance spaces.
- f. Residential uses may be included on the upper floors of buildings in the area, however, retail or commercial uses must be provided on the ground level of buildings with residential uses.
- g. Live-work units are encouraged as part of mixed-use developments.
- h. New stand-alone, single-use retail buildings are prohibited for the area.
- i. The maximum floor area per ground floor use is limited to 1,000 square metres to maintain the historical small-scale development pattern.
- j. Residential uses provided as part of a mixed-use building shall be limited to a maximum density of 75 units per net hectare.



Map 4-3: Historical Downtown Precinct



Figure 4-9 Historical Downtown - Block Face Elevation Example

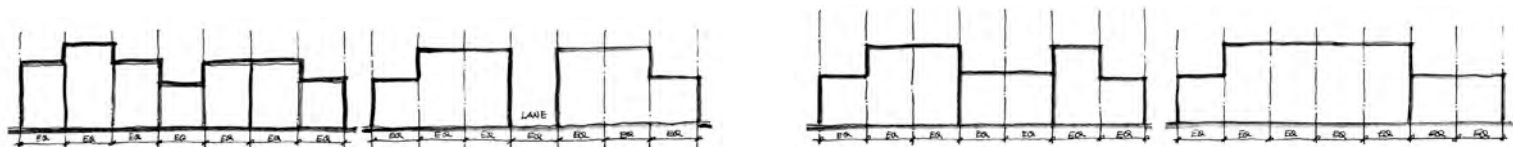


Figure 4-10 Historical Downtown - Elevation - Building and Block Face Rhythm Examples

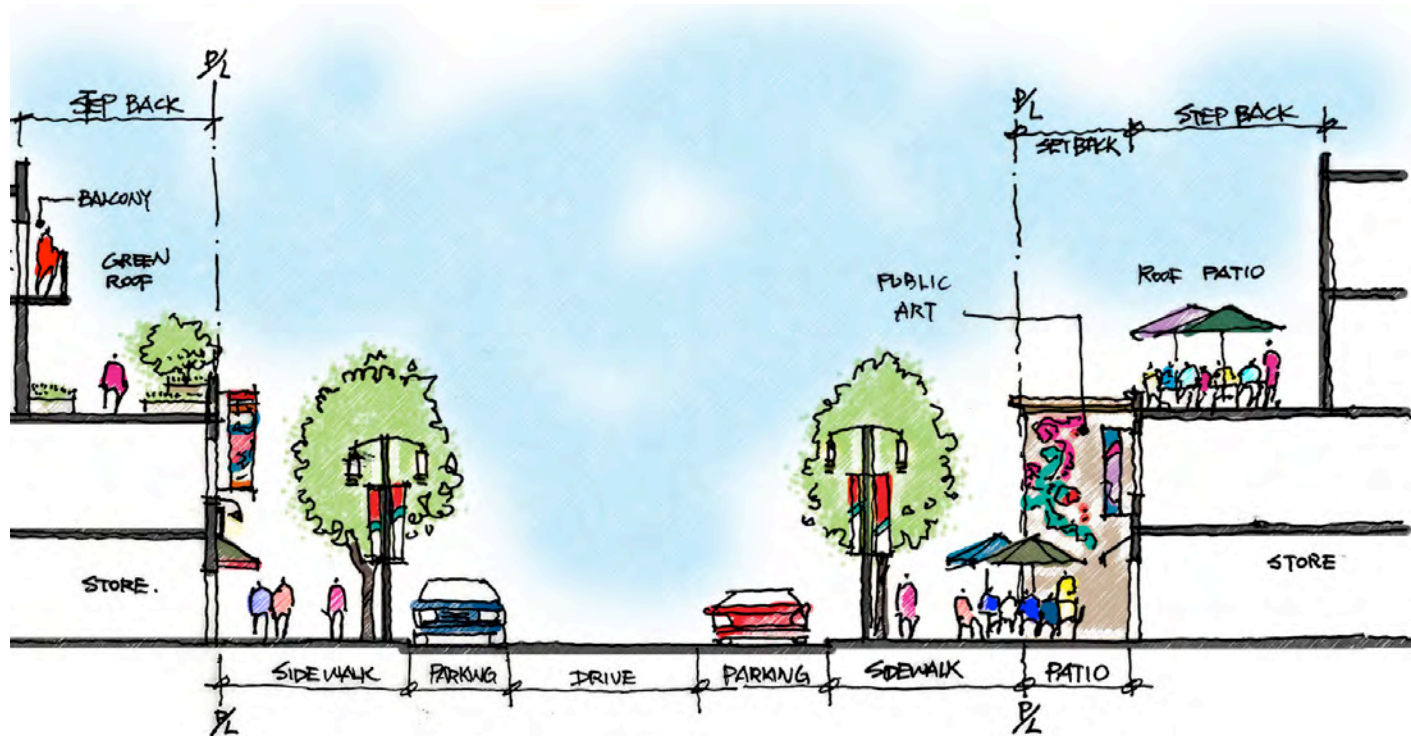


Figure 4-11 Historical Downtown - Street Interface Example

4.3.3 Built Form

4.3.3.1 Height

- a. Development shall be limited to a minimum of two storeys and a maximum height of five storeys (not to exceed 16 metres) throughout the Precinct.
- b. Building design elements, including step-backs of upper floors, should be utilized for buildings immediately adjacent to low-density residential uses to ensure an appropriate transition in built form.

4.3.3.2 Frontage

- a. Buildings should be built to the front property line, in order to maintain an active interface for pedestrians. Front setbacks up to three metres may be considered to provide outdoor amenity space (e.g. patios, plazas) or to accommodate accessibility features (e.g., ramps).
- b. Entrances to buildings should be provided facing the adjacent street, and should be clearly visible to create an identity and sense of arrival. Entrances should be universally-accessible, and utilize elements such as detailing, paving materials, lighting, signage and canopies to be welcoming and provide weather protection.
- c. Buildings on corner lots should front both adjacent streets to give prominence to the intersection, and feature enhanced design to reflect their highly visible locations and create opportunities for landmarks and corner entrance features.
- d. Buildings with frontage exceeding 15 metres in length should be avoided, where possible, to maintain a pedestrian scale of building rhythm, in keeping with the traditional pattern and scale of development. Where buildings with frontage exceeding 15 metres are unavoidable, the façade should be vertically articulated to offer visual interest to pedestrians and reduce the aesthetic impact to the adjacent street.
- e. Opportunities for art installations along building frontages should be considered, as a means of providing interest, civic identity, and community pride. These could be implemented as public installations through a Town agreement negotiated with the landowner, or could be independently provided by the landowner.
- f. New development adjacent to the existing mews system shall provide an active pedestrian entrance from the mews; likewise, new

development adjacent to or backing onto George Lane Park shall provide active frontage onto the park and the proposed pedestrian promenade (see Chapter 3: Public Realm).

- g. Frontages of ground floor retail or commercial space should be limited in terms of width to maintain the historical small-scale development pattern.
- h. Commercial uses that do not generate significant pedestrian activity may locate on the ground floor of buildings provided that store frontages do not exceed 15 metres.
- i. Lobbies for residential or office components of mixed-use buildings may be accommodated at the ground floor, provided their street frontage does not exceed 10 metres.

4.3.3.3 Articulation

- a. The character of the Downtown should be defined as a high quality environment that is distinguished by its organized, but varied facades with superior detailing and signage.
- b. Building façades along streets that are mainly commercial and/or retail in nature should be highly transparent and articulated at street

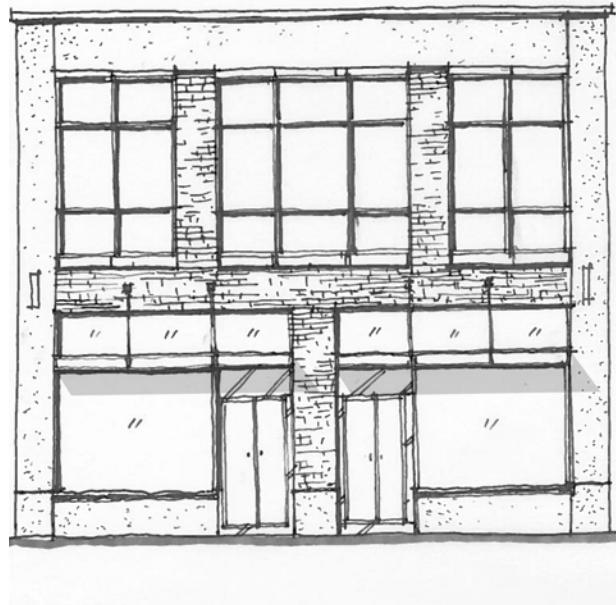


Figure 4-12 Historical Downtown - Facade Detail Example

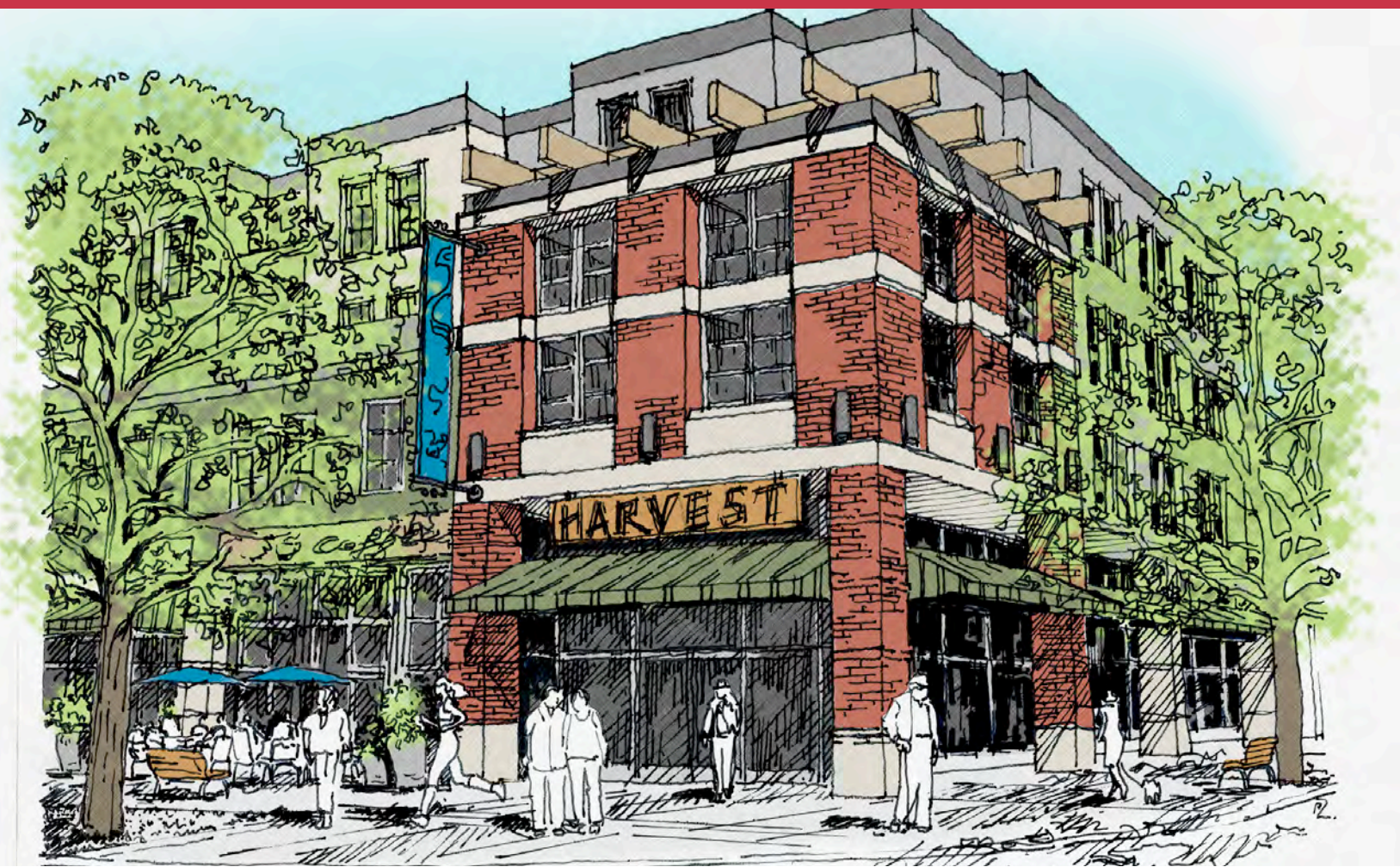


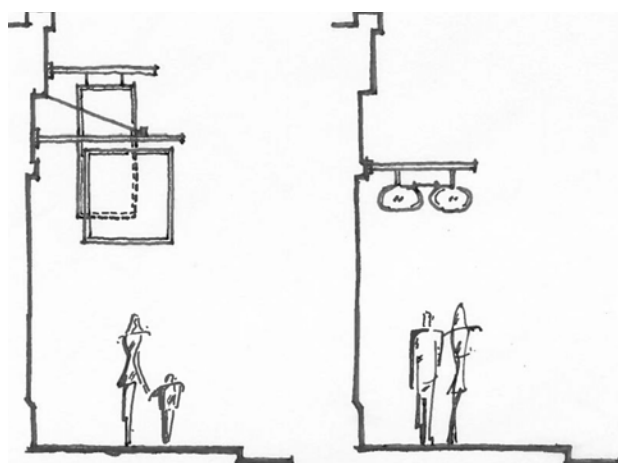
Figure 4-13 Historical Downtown - Corner
Articulation Illustrative Example

- level to actively engage pedestrians and create amenity and visual interest.
- c. Architectural components shall be used to differentiate one face of a building from another. The design of structures should be architecturally compatible with other structures through the use of similar and complementary forms, materials and scale.
- d. The façades of multi-tenant buildings shall be organized to provide a strong and consistent rhythm to the streetscape. Flat, undifferentiated building faces should be avoided.
- e. A minimum of 60% glazing at grade should be used to facilitate interaction with pedestrians and promote safety.
- f. All visible building façades should feature architectural detailing to create a unified exterior.
- g. Building design should include modern forms of architectural detailing or features that complement the historic character of the area, including elements such as cornices, parapets, pilasters, window fenestration, window features, and entrances.
- h. Architectural details such as recesses, overhangs, signage, lighting, planters, banners, friezes, and canopies can also be utilized to create articulation and visual interest on building façades.
- i. Individual tenancies should be defined clearly with articulated entrances and consistent sign treatment.
- j. Overhead elements may be provided on building façades over portions of the adjacent sidewalk for weather protection for pedestrians. These should be individualized for specific developments.
- k. All blank walls (e.g. those walls without fenestration) are to be treated, either with cladding that is complementary to the cladding of the building and adds interest to the look and texture of the wall and building, or with a painted mural or other artwork approved by the development authority.

HISTORICAL DOWNTOWN PRECINCT

4.3.3.4 Step-backs and Projections

- a. Buildings shall provide step-backs of upper storeys on the building face adjacent to the front property line above the 2nd storey in order to enhance sunlight penetration to street level. The step-back distance for buildings shall be determined as follows:
 1. Where a building overshadows a public street (e.g., a building located on the south side of a street), the step-back distance shall be set such that the building will not overshadow the sidewalk on the opposite side of the street between the hours of 10 am and 2 pm, during the days between the Spring and Fall equinoxes;
 2. In all other instances the minimum step-back distance shall be 2 meters.
- b. For all buildings adjacent to existing low density residential development, floors above the 2nd storey shall be stepped back a minimum of 2 meters to ensure an appropriate transition in height and massing, and to limit overshadowing.
- c. In all cases, step-backs should be integral to the overall form and design of the development.
- d. Step-backs may be utilized for private outdoor terraces to serve building tenants.
- e. Step-backs may be utilized for green roof areas to aid in sustainable development practices.
- f. Mixed-use buildings with a residential component should provide balconies for all residential units. In all cases, balconies should be integral to the overall form and design of the development.
- g. Balcony projections should not project beyond the front property line, and should not project more than 1 metre from the façade.



4.3.3.5 Signage

- a. Signage shall be pedestrian-oriented, using framing/structural materials consistent with the associated building and/or with the adjacent public realm streetscape elements (e.g. light standards or street furnishings).
- b. Consideration should be made to signage that is consistent with the heritage character of the area, and historical sign installation methods (e.g. façade-mounted signs, projection signs, overhang signs, or awning signs).
- c. Buildings on corner lots should have signs that address both of the adjacent streets.
- d. Building walls shall not be treated as billboards.
- e. Building and tenant identification signs should be organized as distinct architectural elements, reinforcing rhythm and character of the building façades.
- f. Building signage should be limited in scale and integrated with the design of the building façades. For single tenant buildings, one corporate I.D. sign will be permitted per building or view plane.
- g. Building signage should reflect the character of the building function to assist in orientation and character.
- h. Overhead stand-alone pylon or highway-type signage is not permitted.
- i. Roof-mounted signs are not permitted.

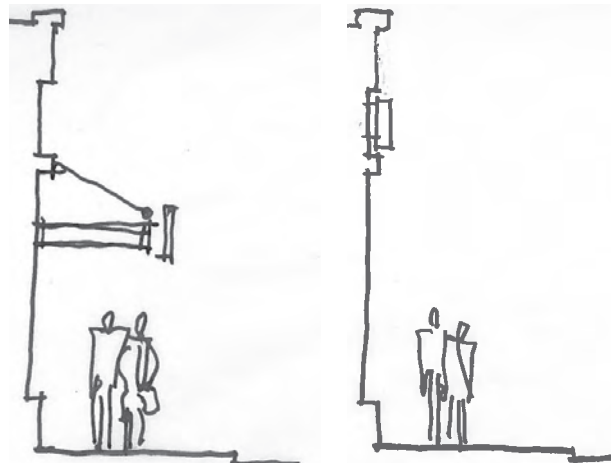


Figure 4-14 Historical Downtown - Signage Examples

4.3.3.6 Materiality

- a. The heritage materiality found in brick, wood, and stone architectural elements in the Downtown can be used in concert with modern materials, such as aluminum, zinc, and steel.
- b. Building design should utilize a variety of superior materials and finishes used in combination to articulate the building components and create high-quality elevations.
- c. Richer materials, such as brick, glass, stone and steel should be predominantly used on the lower level of buildings, particularly at street level.
- d. Vinyl siding is not acceptable cladding material.
- e. Building materials and colour schemes should be compatible with their context, including adjacent structures and the surrounding landscape. Materials that might unnecessarily date the overall development, or materials used in a non-contextual novelty fashion will be discouraged.
- f. Building trim and accent areas may feature brighter colours, including primary colours.
- g. Accent colours should identify public entrances to buildings.
- h. Exterior building materials should not include smooth faced concrete block (triple score acceptable), smooth-faced tilt up concrete panels, or smooth concrete.
- i. Exposed concrete (except for normal foundation projection above grade) should be heavily ribbed, textured, coloured, or bush hammered.

brick



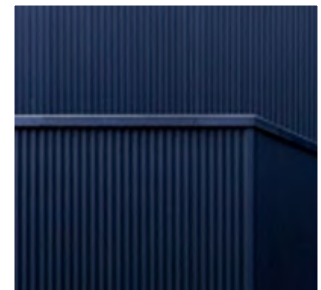
stone



cement fibre board



corrugated aluminum,
zinc, or steel



textured concrete



4.3.4 On-Site Parking and Servicing Interface

- a. Relaxations to vehicle parking requirements should be considered to encourage the redevelopment of small or underutilized sites.
- b. Front-yard parking is prohibited.
- c. Surface parking areas are only permitted at the rear of buildings.
- d. Vehicular access to individual sites shall be taken from the rear wherever possible, in order to maintain a continuous pedestrian environment along storefronts.
- e. Vehicle access points to underground or above-ground parking structures shall be taken from the rear of sites wherever possible.
- f. Where vehicular access to a site is only possible from the adjacent street, the access point must be integrated into the building in a manner that minimizes its impact on the adjacent pedestrian environment.

Figure 4-15 Historical Downtown - Material Examples

HISTORICAL DOWNTOWN PRECINCT

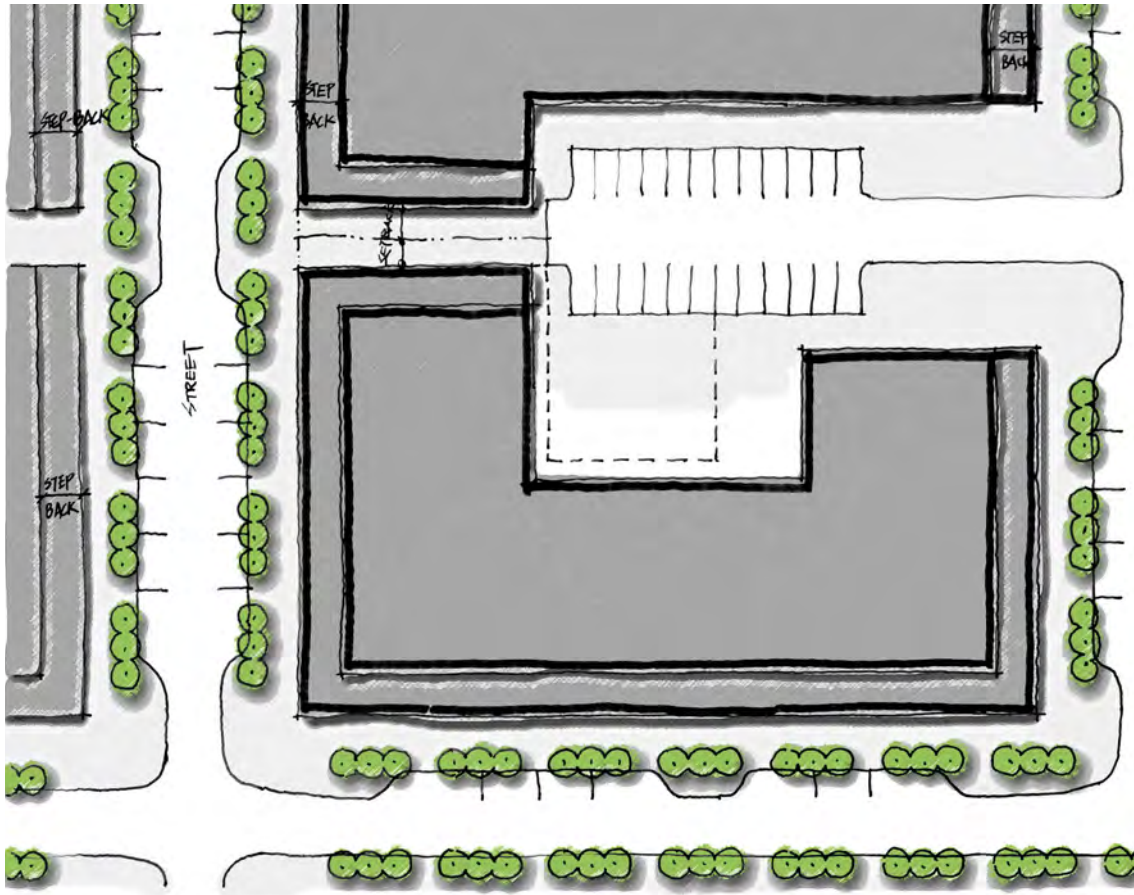


Figure 4-16 Historical Downtown - Example Plan View

- g. Where possible, vehicular access points shall be consolidated to serve multiple buildings within a block, in order to reduce interruptions to the pedestrian environment along the adjacent street.
- h. In all instances, surface parking areas shall be screened from view of adjacent pedestrian areas.
- i. Vehicle access points to underground or above-ground parking structures should feature design elements such as screening, high-quality materials, lighting, enclosure and landscaping to reduce visual impact.
- j. Loading and waste storage areas should be located at the rear of buildings, and should be screened from view from adjacent properties and pedestrian areas.



4.4 CENTRE STREET PRECINCT

The Centre Street Precinct (Map 4-5) is located primarily along Centre Street South, following the Highway 2A alignment, which leads north of the Highwood River and into areas of newer development in High River. This corridor also parallels the Canadian Pacific Railway corridor that runs alongside the highway. The Precinct extends from 1 Avenue SE to the north and 7 Avenue SE to the south. The Historical Downtown Precinct is located to the west of this Precinct, and the Industrial Arts Precinct is to the south. Existing low-density residential areas are located to the immediate east.

Similar to the Historical Downtown area, the Centre Street Precinct has been a central location for commerce and business over High River's history, and continues to see a significant volume of traffic, although it is generally more vehicle-oriented than pedestrian. The area is characterized by a range of commercial, office and retail development at a lower scale, contained largely within buildings of a more modern nature.

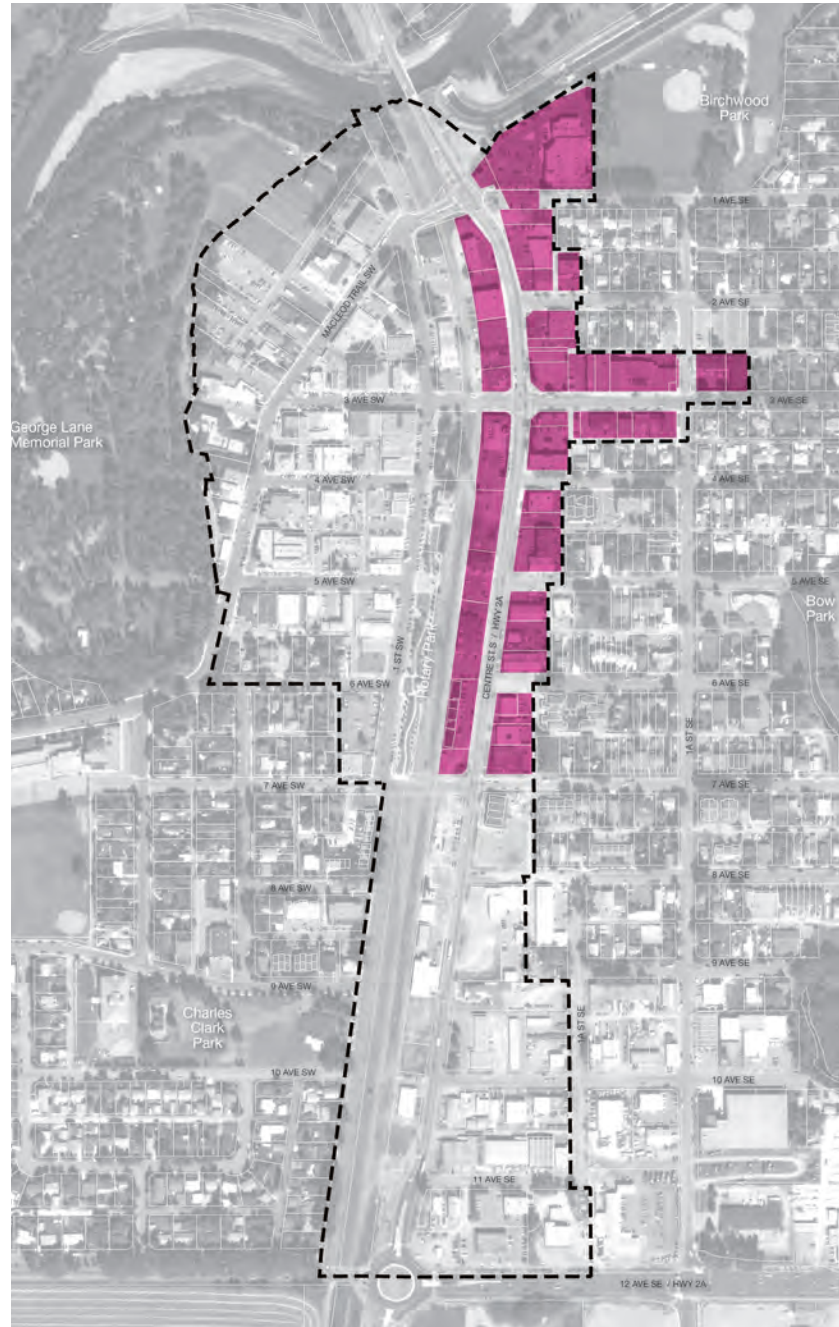
The ARP accommodates additional commercial/residential mixed-use development in a high-quality pedestrian environment throughout this Precinct. While providing for a mix of uses similar to the Historical Downtown area, the Centre Street Precinct supports buildings with larger floor plates, with parking provided at the rear or sides of buildings. Architectural articulation is used to ensure larger buildings transition to their context (e.g., the Historical Downtown precinct to the west and the existing residential areas to the east) and provide a pedestrian-friendly experience at street-level.

4.4.1 Objectives

- a. To maintain and enhance opportunities for commercial and retail development, including those with larger floor plates.
- b. To provide opportunities for mixed-use commercial or commercial/residential development, while ensuring retail and commercial uses are maintained at street level.
- c. To maintain development opportunities of a medium scale to ensure an appropriate built form transition to low-density residential areas to the east.
- d. To ensure the massing and architectural articulation of development contributes to a high-quality public realm and appropriately transitions to adjacent low density residential districts.

4.4.2 Land Use

- a. New development should incorporate a mix of uses into individual buildings, versus a mix of uses spread throughout the area in general. Retail or commercial uses should be provided on the ground floor of any new development, and encouraged for existing buildings.
- b. Residential uses may be included on the upper floors of buildings in the area; however, retail or commercial uses must be provided on the ground level of buildings with residential uses.
- c. A diversity of street-oriented retail and commercial uses should be encouraged to enhance the pedestrian environment in this Precinct.
- d. New stand-alone, single-use retail/commercial buildings are permitted, provided they do not exceed 2,500 square metres in floor area.
- e. Residential uses provided as part of a mixed-use building shall be limited to a maximum density of 75 units per net hectare.



Map 4-4: Centre Street Precinct

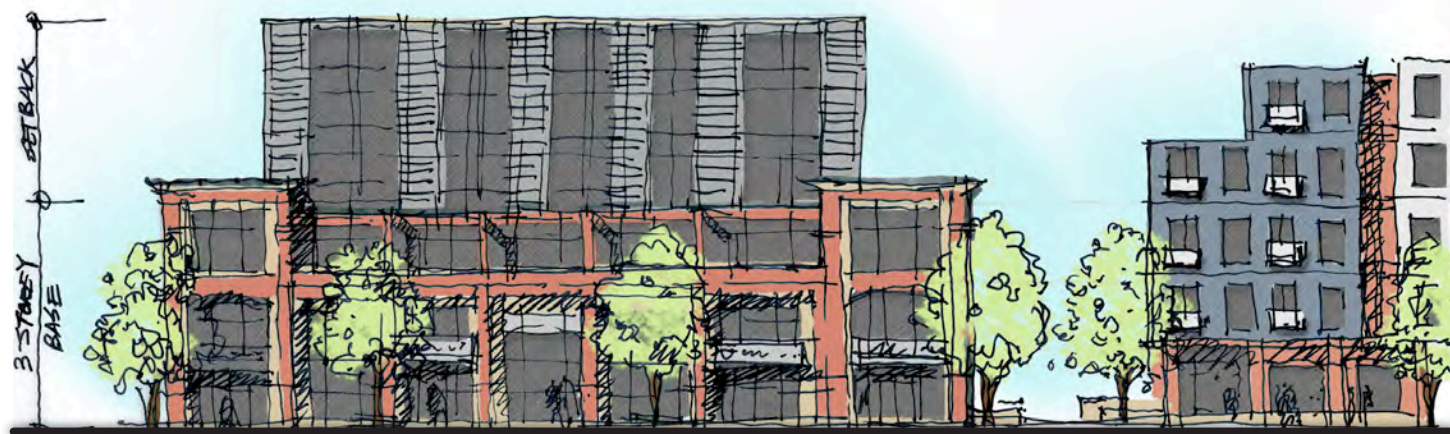


Figure 4-17 Centre Street - Block Face Elevation Example

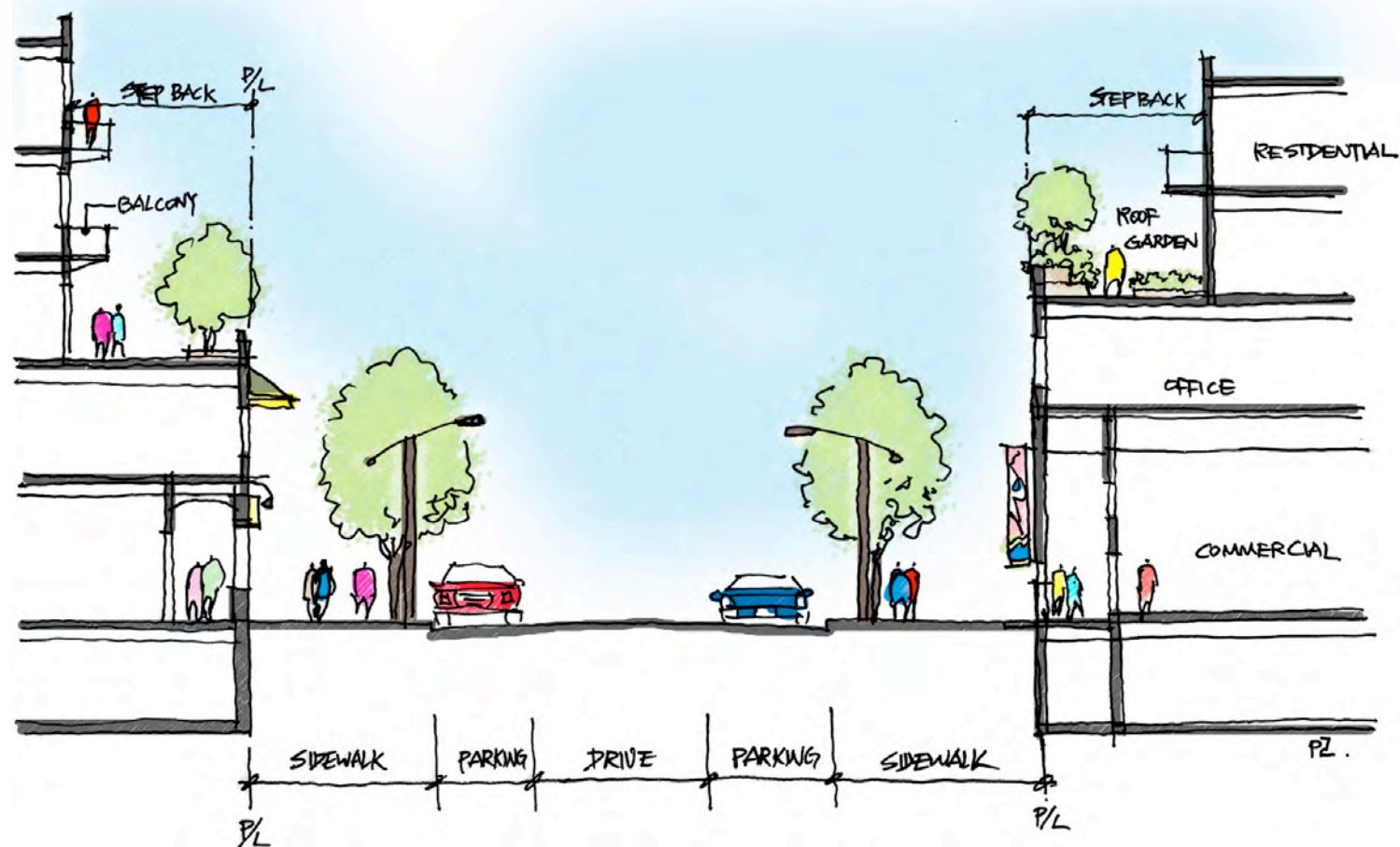


Figure 4-18 Centre Street - Street Interface Example

4.4.3 Built Form

4.4.3.1 Height

- a. Development shall be limited to a minimum height of 2 storeys and maximum height of 6 storeys (not to exceed 18 metres) throughout the Precinct.
- b. Building design elements, including step-backs of upper floors, shall be utilized for buildings immediately adjacent to low-density residential uses to ensure an appropriate transition in built form.

4.4.3.2 Frontage

- a. Buildings should be constructed to the ultimate front property line; setbacks from the front property line may be permitted up to 4 metres to provide outdoor amenity space (e.g. patios, plazas).
- b. Entrances to buildings should be provided facing the adjacent street, and should be clearly visible to create an identity and sense of arrival. Main floor entrances should be universally-accessible and utilize elements such as detailing, paving materials, lighting, signage and canopies to be welcoming and provide weather protection.
- c. Buildings on corner lots should front both adjacent streets to give prominence to the intersection, feature enhanced design to reflect their highly visible locations, and create opportunities for landmarks and corner entrance features.
- d. Individual business frontages that are greater than 30 metres in width should provide for multiple entrances at the street level.
- e. Commercial uses that do not generate significant pedestrian activity may locate on the ground floor of buildings provided that store frontages do not exceed 15 metres.
- f. Lobbies for residential or office components of mixed-use buildings may be accommodated at the ground floor, provided their street frontage does not exceed 10 metres.
- g. New buildings immediately adjacent to the **Garden Laneway** (see Chapter 3: Public Realm) shall provide an active pedestrian entrance onto the mews; secondary frontages on the mews, replete with glazing and outdoor amenity space, are encouraged.

- h. The rear façade of a building shall use materials of a standard similar to the front façade of the building.

4.4.3.3 Articulation

- a. The façades of multi-tenant buildings shall be organized to provide a strong and consistent rhythm to the streetscape. Flat, undifferentiated building faces should be avoided.
- b. Long buildings, generally those over 40 metres in length, shall break up the visual impact of their mass using vertical recesses or other architectural articulation and/or changes in material.
- c. A minimum of 60% glazing at grade should be used to facilitate visual permeability, interaction with pedestrians, and to promote safety ("eyes on the street").
- d. All visible building façades should feature architectural detailing to create a unified exterior.

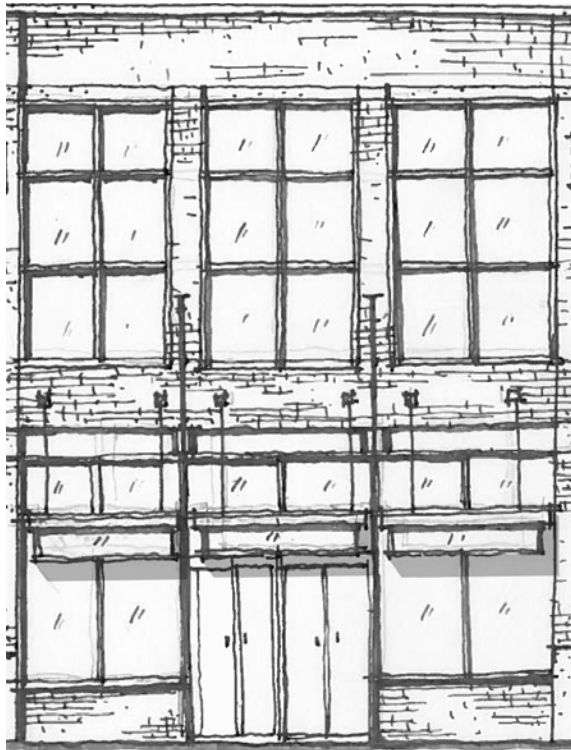




Figure 4-19 Centre Street - Corner Articulation Illustrative Example

- e. Architectural details such as recesses, overhangs, signage, lighting, planters, banners, friezes, and canopies can be utilized to create articulation and visual interest on building façades.
- f. Individual tenancies should be defined clearly with articulated entrances and consistent sign treatment.
- g. Overhead elements should be provided on building façades over portions of the adjacent sidewalk for weather protection for pedestrians. These should be individualized for specific developments.
- h. All blank walls (e.g. those walls without fenestration) are to be treated, either with cladding that is complementary to the cladding of the building and adds interest to the look and

texture of the wall and building, or with a painted mural or other artwork approved by Council.

4.4.3.4 Step-backs and Projections

- a. Buildings shall provide step-backs of upper storeys on the building face adjacent to the front above the 3rd storey in order to enhance sunlight penetration to street level. The step-back distance for buildings shall be determined as follows:
 - 1. Where a building overshadows a public street (e.g., a building located on the south side of a street), the step-back distance shall be set such that the building will not over-shadow of the

- sidewalk on the opposite side of the street between the hours of 10 am and 2 pm, on days falling between the Spring and Fall equinoxes;
2. In all other instances the minimum step-back distance shall be two metres.
- b. Where a new development shares a rear lane, rear property line, or side property line with an existing low-density residential district, the building shall step-back at a maximum height of 10 metres a distance that will minimize overshadowing and allow for a transition in building elevation, as follows:
1. a minimum of 4.5 metres along the building face adjacent to a rear property line or laneway, except where it is necessary to increase the step-back distance in order to avoid overshadowing the yard and primary building on the adjacent parcel between the hours of 10 am and 2 pm, on days falling between the Spring and Fall equinoxes.
 2. a minimum of 4.5 meters along the building face adjacent to the side property line.
- c. Rear and side step-backs are only required for new development adjacent to existing low-density residential zoning districts.
- d. In all cases, step-backs should be integral to the overall form and design of the development.

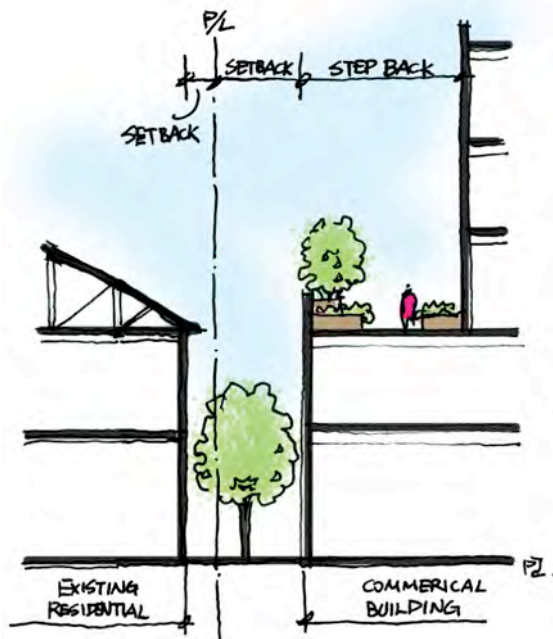


Figure 4-21 Centre Street - Interface with existing residential (4.4.3.4.b) example

- e. Step-backs may be utilized for private outdoor terraces to serve building tenants or green roof areas to aid in sustainable development practices.
- f. Mixed-use buildings with a residential component should provide outdoor amenity space for all residential units, either in the form of balconies or terraces on building step-backs. In all cases, balconies should be integral to the overall form and design of the development.
- g. Balconies should not project beyond the front property line, and should not project more than two metres from the façade.

4.4.3.5 Signage

- a. Signage shall be pedestrian-oriented, using framing/structural materials consistent with the associated building and/or with the adjacent public realm streetscape elements (e.g. light standards or street furnishings).
- b. Building and tenant identification signs shall be organized as distinct architectural elements that reflect the character of a building's function, reinforcing rhythm and character of the building façades and also assisting in orientation.
- c. Building signage should be limited in scale and integrated with the design of the building façades. For single tenant buildings, one

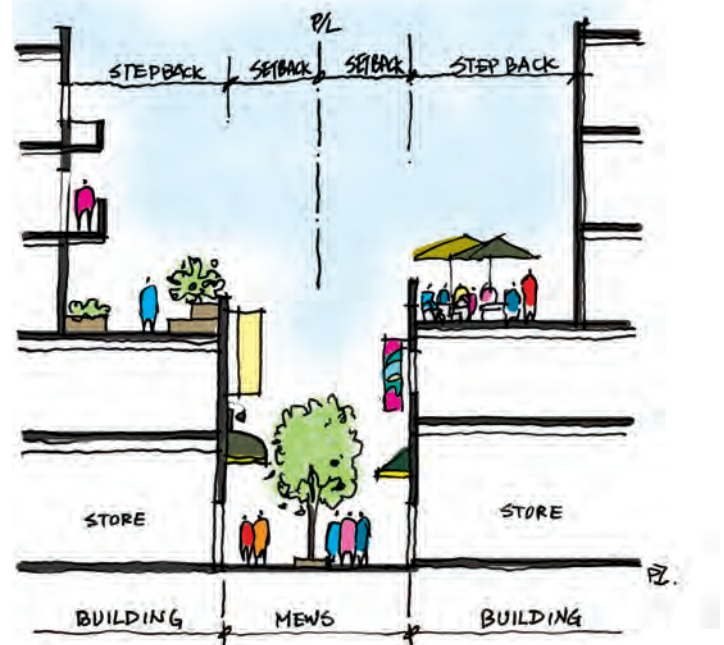


Figure 4-20 Centre Street - Side step-backs as elevated amenity spaces (4.4.3.4.f) example

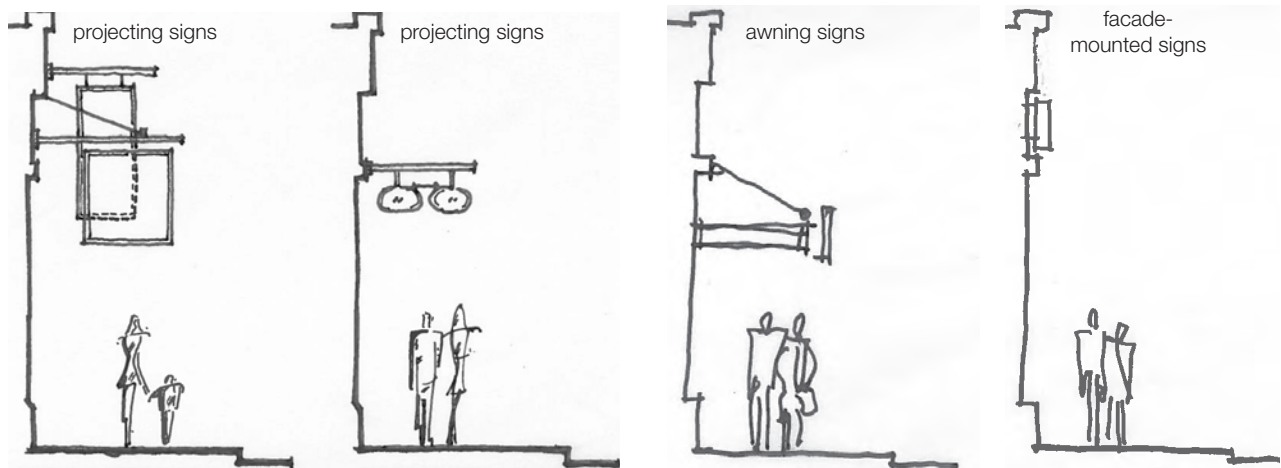


Figure 4-23 Centre Street - Signage Examples

corporate I.D. sign will be permitted per building or view plane.

- d. Buildings on corner lots should have signs that address both of the adjacent streets.
- e. Only signage for building tenants is permitted.
- f. The use of internally illuminated fluorescent box signage is prohibited.
- g. Roof-mounted signs are prohibited.
- h. Building walls shall not be treated as billboards.
- i. Signage that is designed for high visibility to traffic on Centre Street may be employed, provided it follows other signage guidelines; however, overhead stand-alone pylon or highway-type signage is not permitted.

4.4.3.6 Materiality

- a. The materiality of brick, wood and stone architectural elements can be used in concert with modern materials, such as aluminum, zinc, steel, glass, and concrete.
- b. Building design should utilize a variety of superior materials and finishes used in combination to articulate the building components and create high-quality elevations.
- c. Glazing on the ground floor should avoid large expanses of reflective, tinted, or mirrored glass that inhibits the visual permeability of the façade.
- d. Vinyl siding is not acceptable cladding material.
- e. Building trim and accent areas may feature brighter colours, including primary colours.
- f. Accent colours should identify public entrances to buildings.

brick



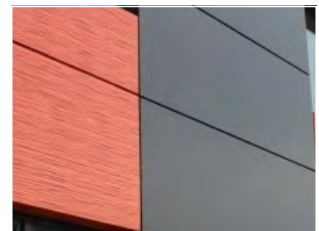
stone



aluminum panels



aluminum panels



concrete

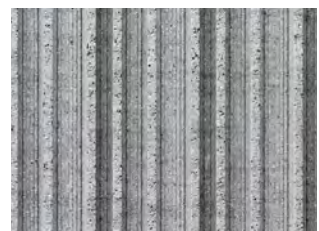
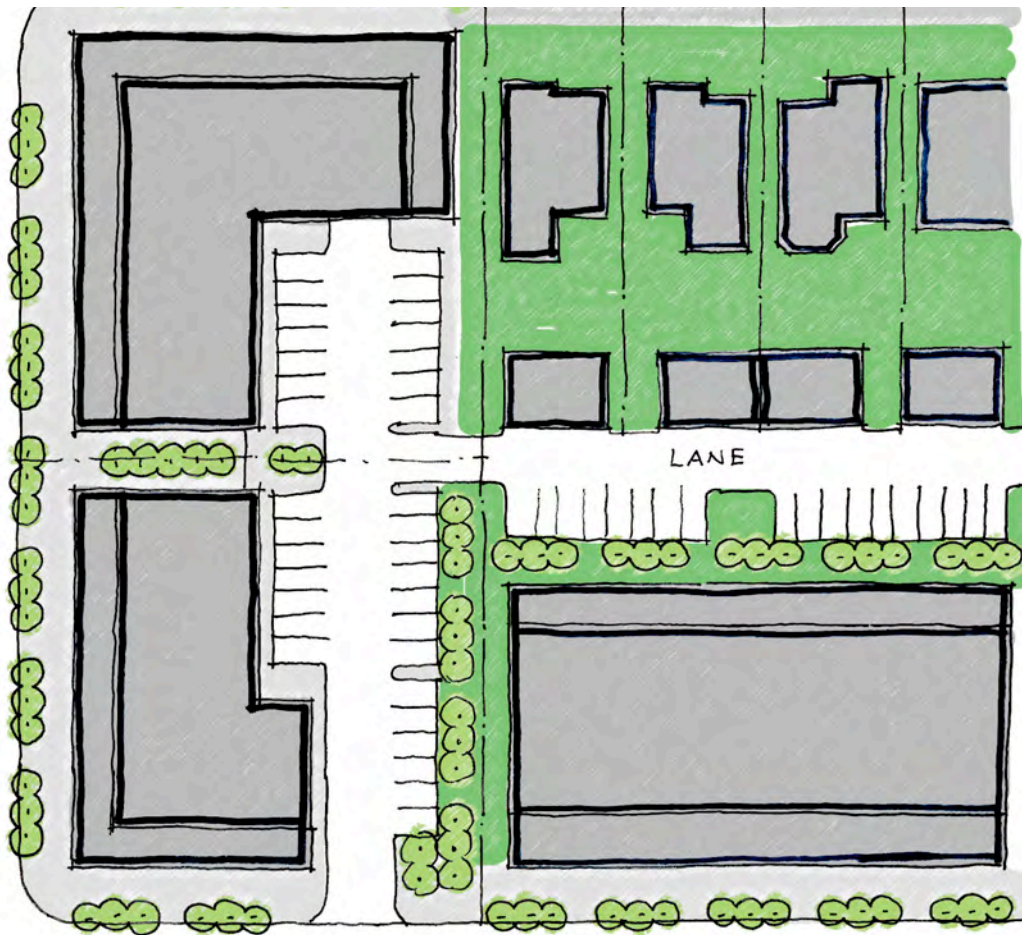


Figure 4-22 Centre Street - Materials Examples



4.4.4 On-Site Parking and Servicing Interface

- a. Relaxations to vehicle parking requirements should be considered in this Precinct to leverage new on-street parking planned for **Centre Street** and the **Garden Laneway** (see Chapter 3: Public Realm).
- b. Front-yard parking is prohibited in this precinct.
- c. Parking (either surface or structured) is permitted at either the rear or side of buildings, and/or may be internalized.
- d. Parking shall not be located in the front of buildings adjacent to streets or major intersections.
- e. Vehicular access to individual sites should be taken from the rear wherever possible: where a laneway is present, parking shall be accessed from the laneway; access from the street is permitted otherwise.
- f. Vehicle access points to internal parking structures (underground or above-ground parking structures) should be taken from the rear of sites where possible. If a site does not have access to the rear, access points to structured vehicle parking should be focused on streets that have less pedestrian activity, in order to reduce potential conflicts. Access points to internal parking must be integrated into the building in a manner that minimizes its impact on the adjacent pedestrian environment, featuring design elements such as screening, high-quality materials, lighting, enclosure, and landscaping to reduce visual impact.
- g. Where possible, vehicular access points may be consolidated to serve multiple buildings within a block, in order to reduce interruptions to the pedestrian environment along the adjacent street.
- h. Surface parking areas should be screened from view of adjacent pedestrian areas. Large parking lots shall be enhanced with landscaping on edges and within medians.

CENTRE STREET PRECINCT

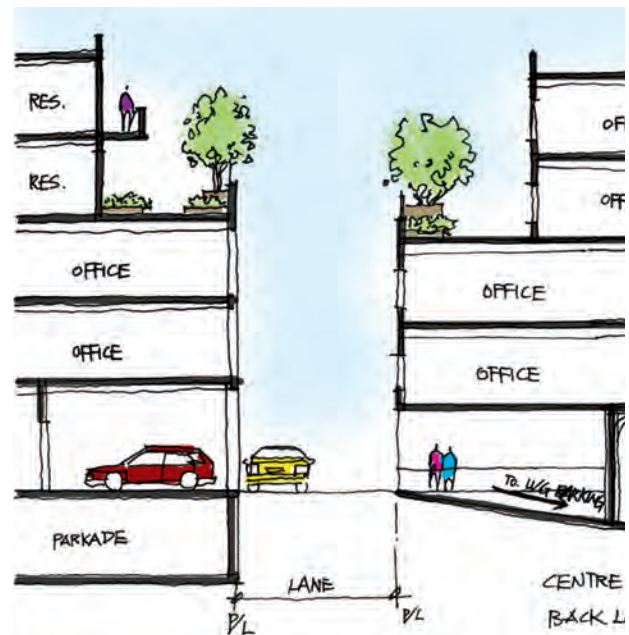
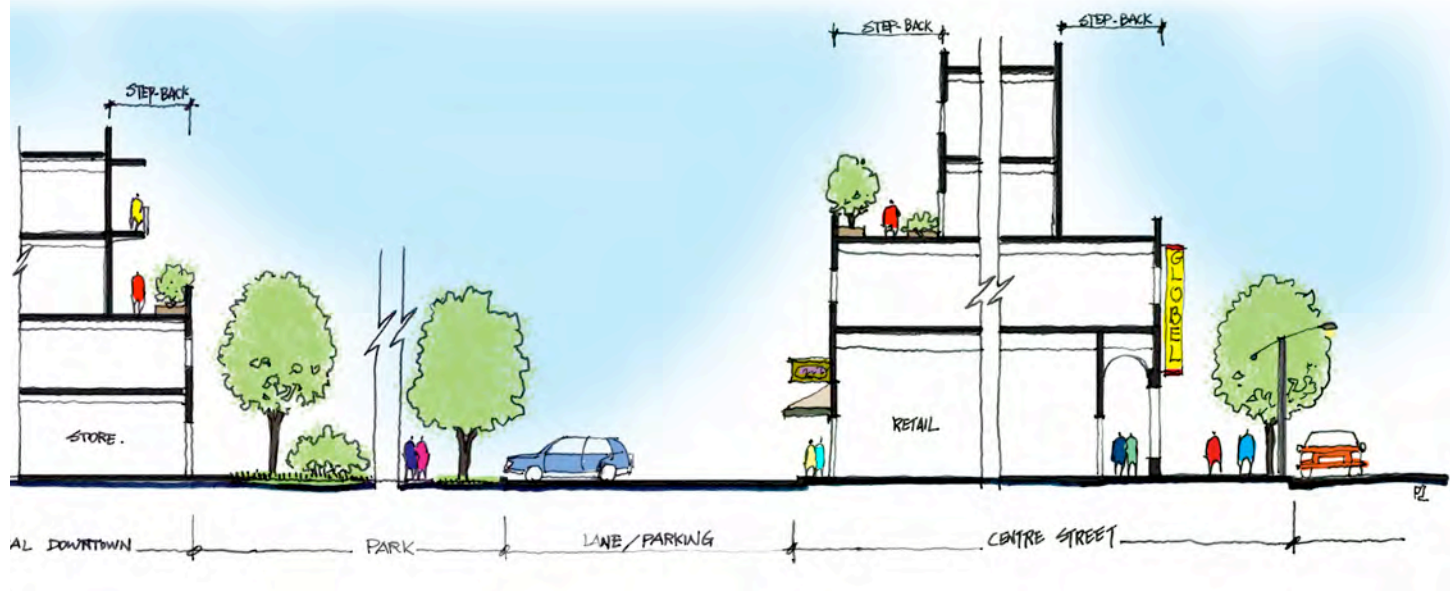


Figure 4-24 Centre Street - Example Lane-Accessed Structured Parking Interface Alternatives (4.4.4.f)

- i. Street entrances to surface parking lots shall be designed to minimize visual impact using landscape screening and surface treatments consistent with elements in the adjacent pedestrian public realm.
- j. Low-impact development features (e.g., permeable curbs, rain gardens, bio-infiltration trenches) are strongly encouraged to help manage rain water pooling and runoff from impervious parking surfaces.
- k. Garbage, loading, and other servicing functions shall be located at the rear or side of buildings and completed from the laneway where available.
- l. Loading and waste storage areas shall be screened from view from adjacent properties and pedestrian areas; screening shall utilize high-quality components such as landscape berms, brick masonry walls, wood fencing, and plantings.





4.5 GARDEN RESIDENTIAL PRECINCT

The Garden Residential Precinct (Map 4-6) is located on the block face facing 1 Street SW, from 7 Avenue SW to 9 Avenue SW. At present this block is undeveloped, having been previously used for the Canadian Pacific rail line.

The ARP provides the opportunity for limited single-family attached residential development along this block face, at a scale that maintains compatibility with residential uses to the west and the north-south pathway connection through the Downtown ARP area through the Public Services Precinct. The ARP envisions clusters of small-footprint multi-residential development characterized by a generous landscape interface with 1 Street SW. Residential development clusters may be implemented using one of several building types, including townhomes or semi-detached homes.

4.5.1 Objectives

- a. To provide opportunities for single-family attached residential development to support downtown intensification and a higher diversity of housing choices.
- b. To ensure new development is of a scale and density that provides a positive transition to lower-density residential areas to the west of 1 Street SW.
- c. To ensure strong north-south pedestrian connectivity and a linear 'park-like' landscape condition is maintained along 1 Street SW.

4.5.2 Land Use

- a. Redevelopment opportunities in this Precinct will accommodate a range of potential housing forms, including semi-detached dwellings, townhomes, or a comprehensively designed ground-oriented multi-family development.
- b. Residential density shall be limited to a maximum of 75 units per net hectare.



Map 4-5: Garden Residential Precinct



Figure 4-25 Garden Residential - Block Face Elevation Example

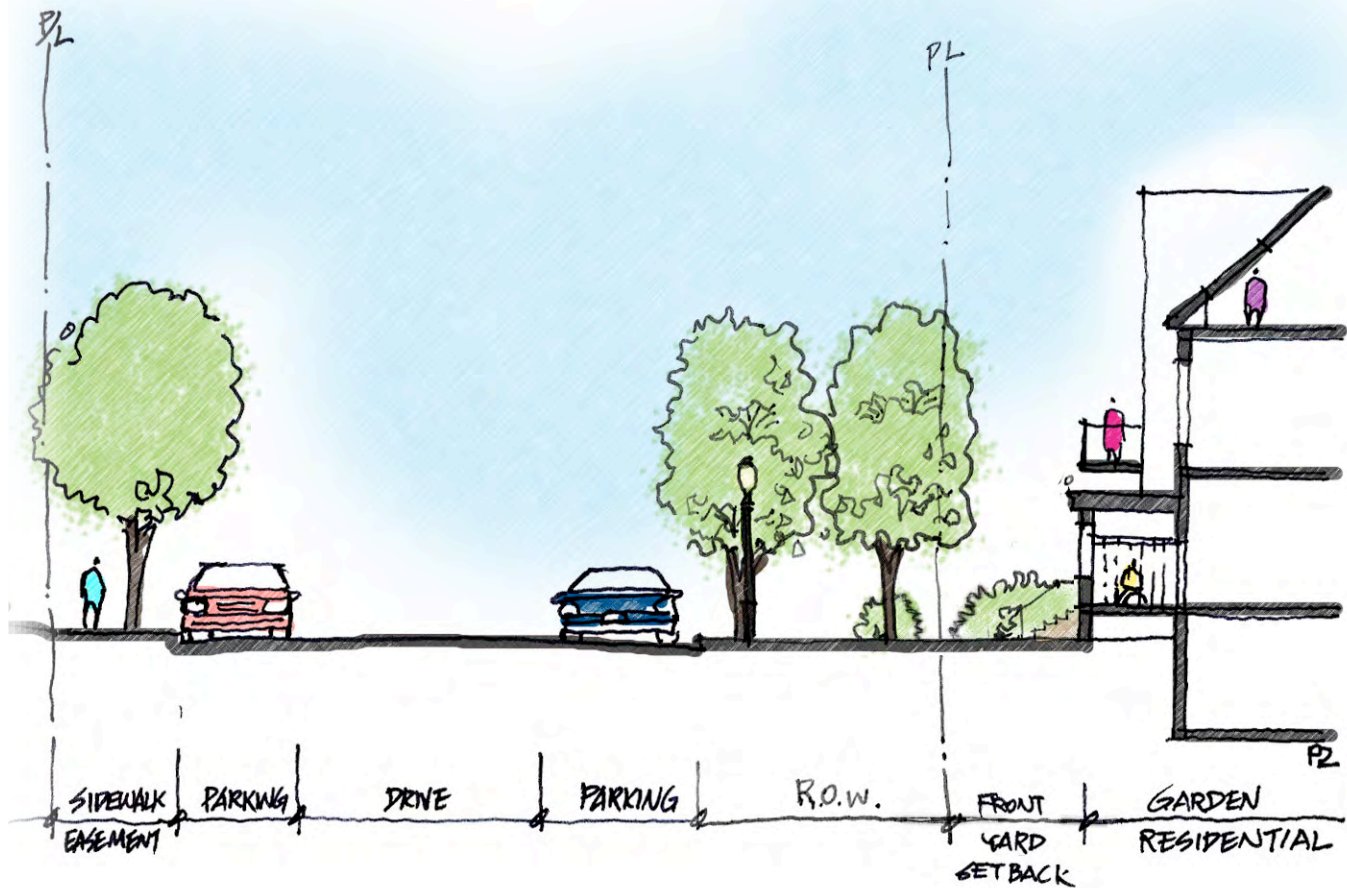


Figure 4-26 Garden Residential - Street Interface Example

4.5.3 Built Form

4.5.3.1 Height

- a. Primary buildings shall be limited to a maximum height of 3 storeys, not to exceed 10 metres.
- b. Detached accessory structures (e.g., garages) shall be limited to a maximum height of 1 storey, not to exceed 5 meters.

4.5.3.2 Frontage

- a. Development shall be oriented towards and provide frontage onto 1 Street SW.
- b. At-grade residential units that front a public sidewalk or publicly accessible private sidewalk should have individual, primary entrances (e.g., front doors) providing direct access.
- c. All at-grade residential units should be able to provide visual privacy from any public or internal sidewalks without the need for high or non-transparent privacy fences or walls that detract from the active street edge.
- d. Buildings should be sited with a minimum 3 metre setback from the front property line to create a buffer from the multi-use pathway along 1 Street SW. This setback space must be maintained as private landscaped outdoor amenity space.

4.5.3.3 Articulation

- a. Attached homes arranged in clusters shall generally not extend more than 40 metres of contiguous frontage.
- b. Variations in architectural detailing (e.g., materials, colours) should be used to create individual unit identity while maintaining a design consistency in the overall development.
- c. Variations in the setback of individual units up to 2 metres may be employed to emphasize individual unit identity.
- d. Breaks in frontage shall accommodate sidewalk connections to ensure block permeability and accessibility between the street and laneway.

4.5.3.4 Step-backs and Projections

- a. Step-backs are not required in this precinct.
- b. Step-backs may be used for private amenity space or as green roof areas to aid in sustainable development practices.

- c. Balconies should be integral to the overall form and design of the development, and should not project beyond the front property line.
- d. Roof-top balconies are encouraged; portions of the structure projecting above the roof-top that provide roof-top access (e.g., internal stairwells) shall be integrated in a manner consistent with the overall architectural design of the building.

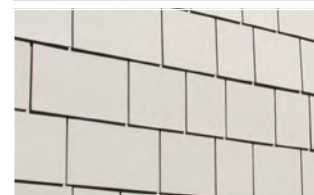
4.5.3.5 Materiality

- a. Building design should utilize a variety of superior materials and finishes used in combination to articulate the building components and create high-quality elevations.
- b. The heritage materiality found in wood and brick architectural elements in surrounding residential neighbourhoods can be used in concert with modern materials, such as aluminum, zinc, and steel.
- c. Vinyl siding is not an acceptable cladding material.
- d. Building trim and accent areas may feature brighter colours, including primary colours.

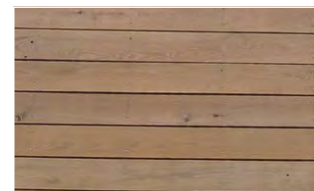
cement fibre board



cement fibre board shingles



wood plank



corrugated aluminum, zinc, or steel



Figure 4-27 Garden Residential - Materials Example

GARDEN RESIDENTIAL PRECINCT

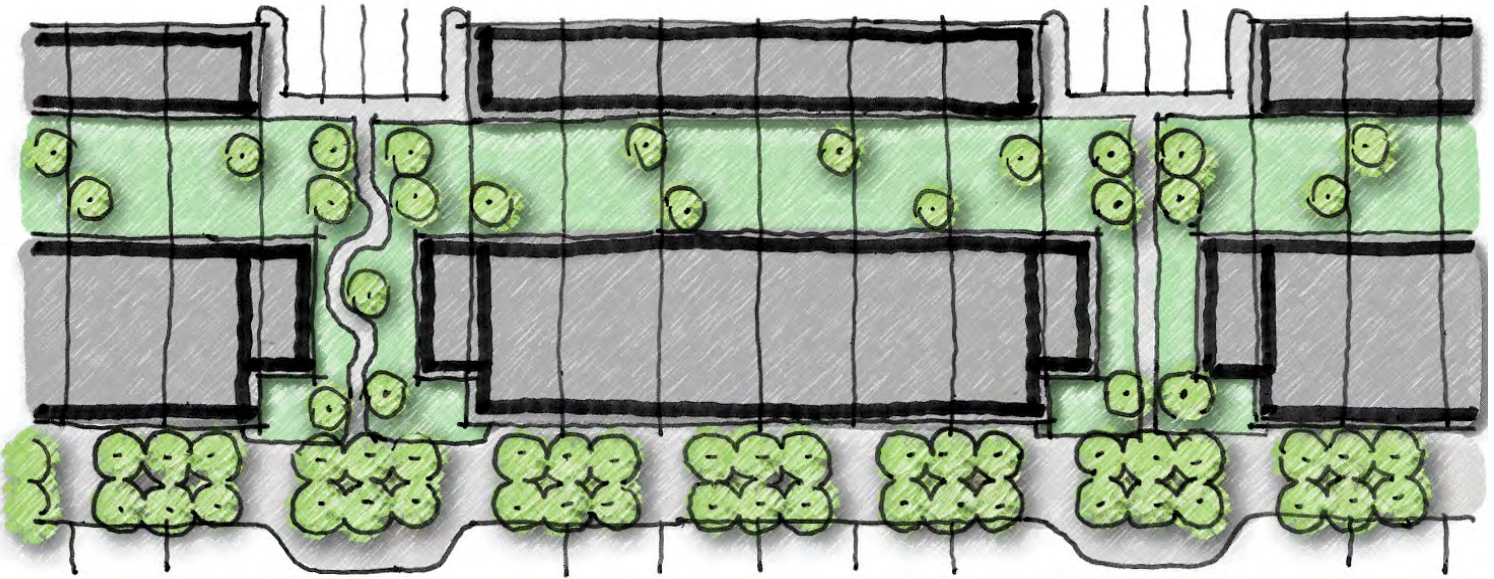
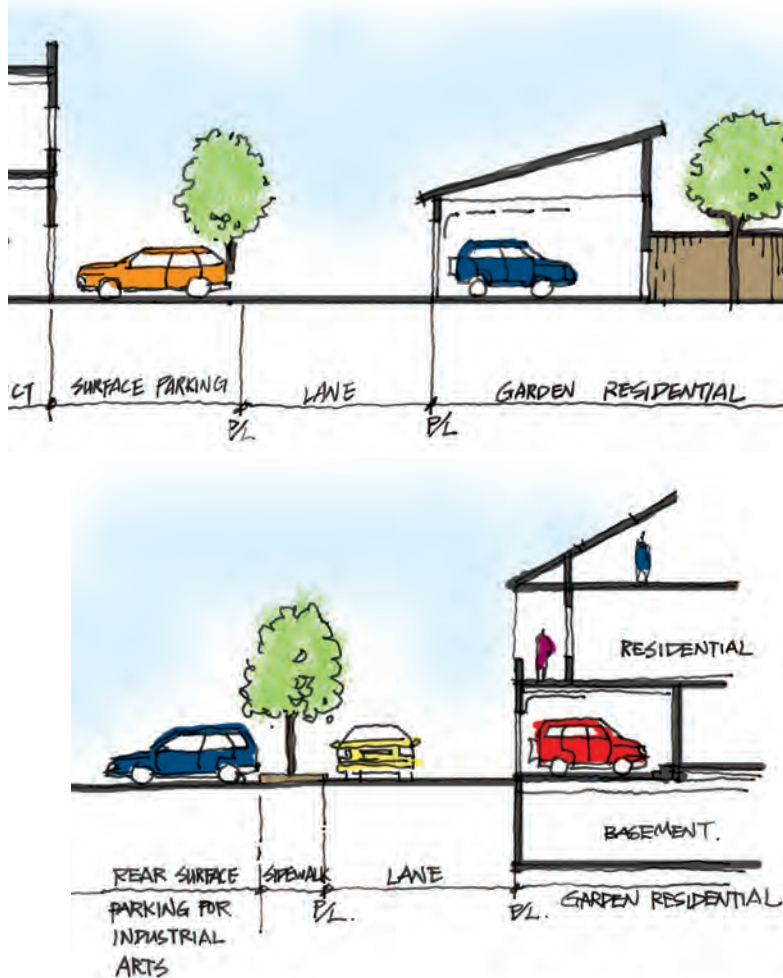


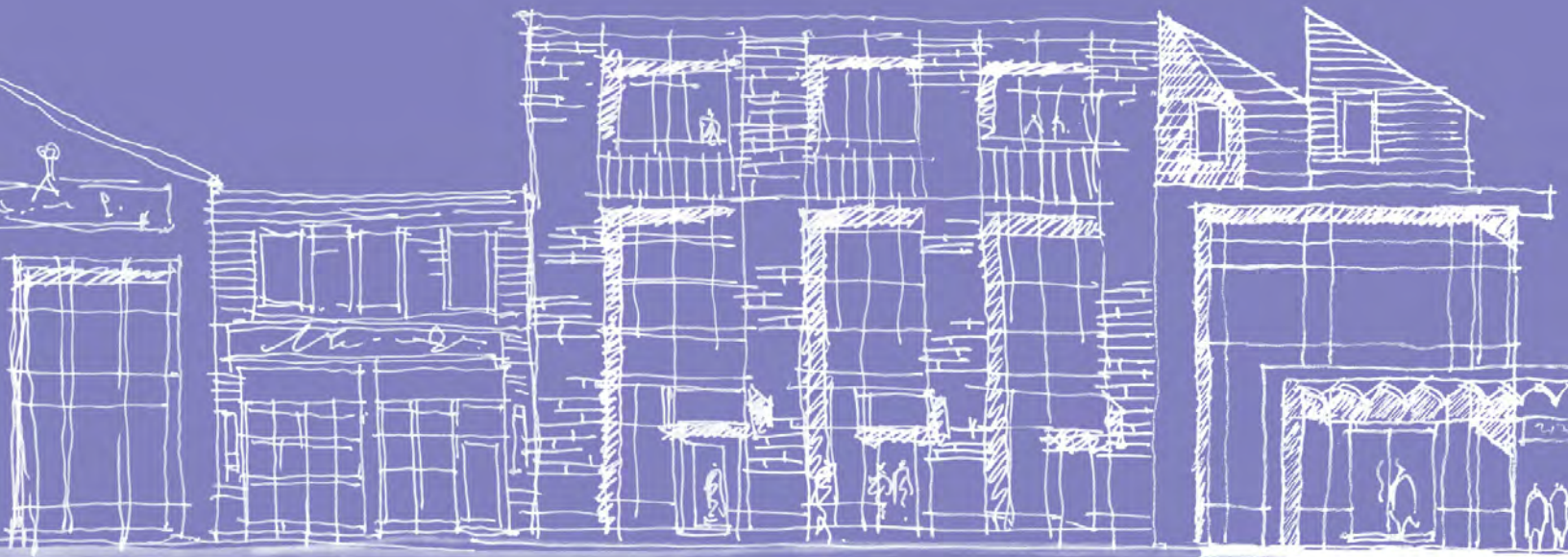
Figure 4-28 Garden Residential - Example Plan View



4.5.4 On-Site Parking and Access

- Vehicular access to individual sites should be taken from the rear, in order to maintain a continuous pedestrian environment along 1 Street SW.
- Detached or attached garages, or surface parking areas, should be located at the rear of buildings only, and accessed by car only from a lane.
- Visitor parking may be accommodated with surface stalls accessed from the lane.

Figure 4-29 Garden Residential - Section - Rear Parking Interface (4.5.4) examples



4.6 INDUSTRIAL ARTS PRECINCT

The Industrial Arts Precinct (Map 4-7) is located along the Centre Street South corridor, bounded by 7 Avenue SE to the north, and 12 Avenue SE to the south, following the Highway 2A alignment and the Canadian Pacific Railway line. The Centre Street Precinct is located to the immediate north. Lands to the immediate east of the area are developed with low-scale light industrial and commercial uses, while lands to the south across 12 Avenue SE are in the process of being developed with residential and associated commercial uses.

This area has developed over the years as an area for light industrial, small-scale manufacturing and office uses, while also supporting workshops and studios of local artisans. The ARP will encourage the area to continue to grow as a manufacturing and arts hub that is better integrated into the surrounding community. It encourages a more concentrated and organized pattern of industrial development—with an emphasis on street orientation and creation of a consistent street wall, and a de-emphasis on the physical separation of buildings—and adds the option for live-work residential development to the existing industrial land use typology. The proposed architectural palette acknowledges the agricultural-industrial heritage of the Town while recognizing its future potential as a modern working precinct characterized by local artisanal workshops.

4.6.1 Objectives

- a. To maintain the area as a key employment centre for the community, including light industrial, small-scale manufacturing, and office uses.
- b. To encourage local artisans to locate in the area in a live/work environment.
- c. To ensure the configuration, orientation, and design of new development contributes to a high-quality public realm and pedestrian environment.

4.6.2 Land Use

- a. Live-work arrangements shall be the only residential uses considered within the Precinct. Where a live-work arrangement is provided, the residential component of the building must be provided above the ground floor. Stand-alone residential projects shall not be permitted.
- b. Public art galleries or studios are encouraged to develop in this area to create a hub of shared uses and services.
- c. Small-scale light manufacturing and other light industrial operations are encouraged to develop in this area to help strengthen the community's economic diversity.



Map 4-6: Industrial Arts Precinct

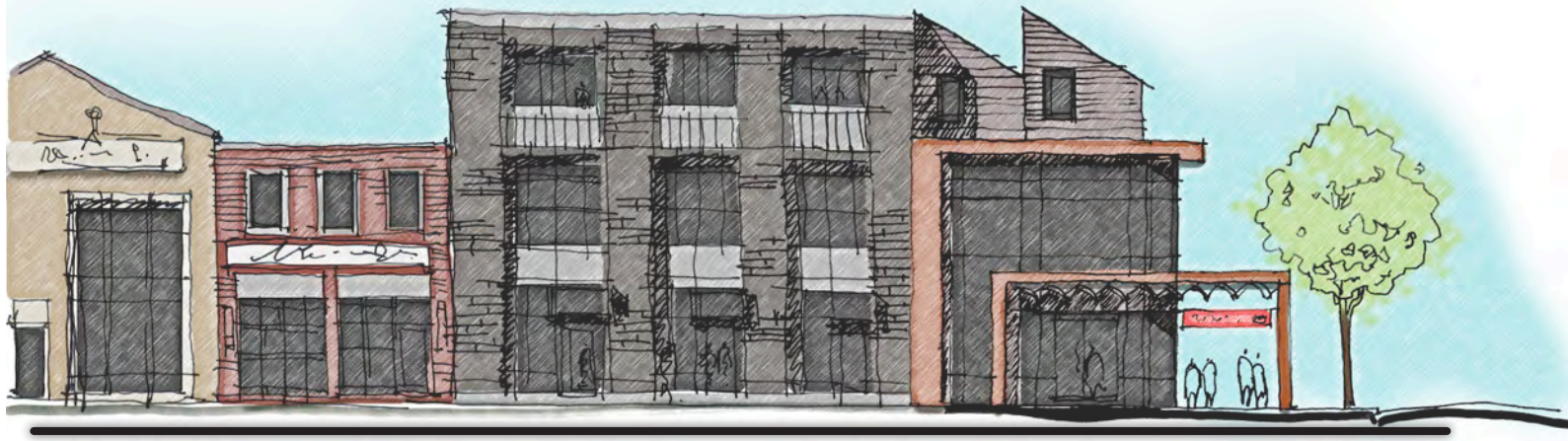


Figure 4-30 Industrial Arts - Block Face Elevation Example



Figure 4-31 Industrial Arts - Street Section Interface Example

4.6.3 Built Form

4.6.3.1 Height

- a. Development shall be limited to a maximum height of 3 storeys, not to exceed 12 metres, throughout the Precinct.

4.6.3.2 Frontage

- a. Buildings shall be oriented towards and have their main entrance on a street.
- b. Buildings should be built to the front property line, in order to support creation of an active street edge.
- c. Active commercial uses associated within industrial buildings should be located at prominent positions in the building relative to the block face, such as at corners or adjacent to commercial frontages in neighbouring buildings.
- d. Buildings or corner lots should front both adjacent streets to give prominence to the intersection, and feature enhanced design to reflect their highly visible locations.

4.6.3.3 Articulation

- a. For portions of industrial buildings with inactive frontages or blank facades, articulation through subtle façade offsets and material changes should be applied to create visual interest and a pedestrian-scaled rhythm.
- b. Live-work units should be clearly differentiated from one another using vertical architectural elements and material differentiation.

4.6.3.4 Signage and Lighting

- a. Exterior neon signs may be permitted on industrial and commercial buildings in selected areas of high visibility.
- b. The use of internally illuminated fluorescent box signage is prohibited.
- c. Outdoor lighting should be designed to prevent light intrusion beyond the site; e.g., by applying down-lighting, selecting lighting locations that contain light within the site and/or employing lamp fixtures that do not allow direct-beam illumination to leave the site.

4.6.3.5 Materiality

- a. Use of materials reflecting the Town's agricultural heritage aesthetic – brick, wood plank, stone, corrugated zinc – is encouraged.
- b. Building design should utilize a variety of superior materials and finishes used in combination to articulate the building components and create high-quality elevations – this is particularly important for large floor-plate light industrial buildings, where subtle articulation emphasized with material changes can break-up long, inactive frontages.
- c. Vinyl siding is not an acceptable cladding material.

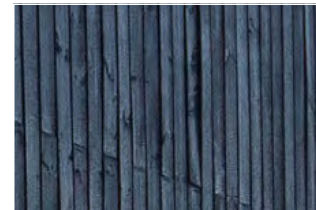
aluminum panel



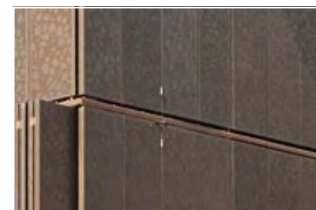
brick



wood plank



corten steel



corrugated aluminum, zinc, or steel

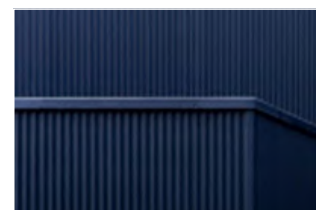


Figure 4-32 Industrial Arts - Material Examples

INDUSTRIAL ARTS PRECINCT

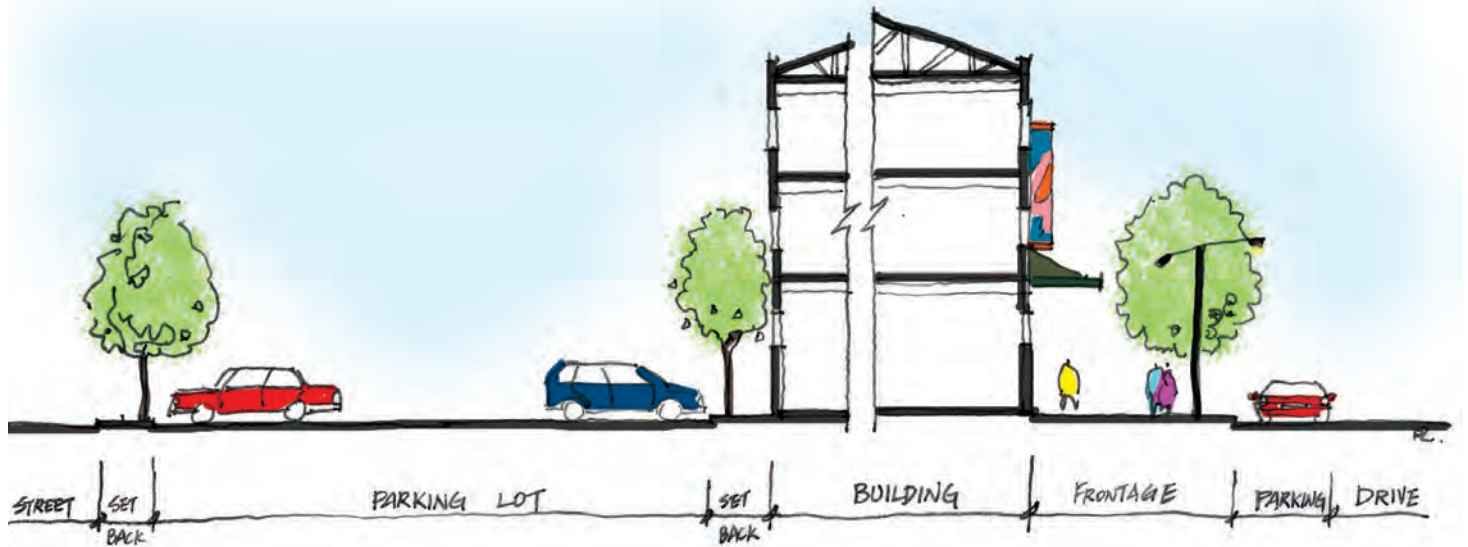


Figure 4-33 Industrial Arts - Section - Street and Parking Interface Example

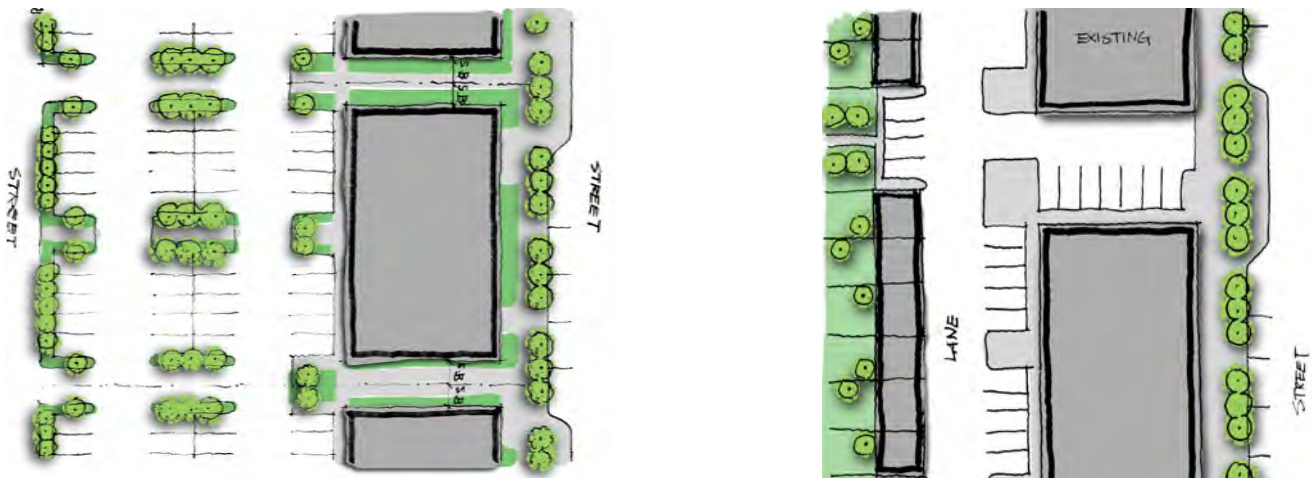


Figure 4-34 Industrial Arts - Plan View - Example Parking Interface Alternatives (4.6.4)

4.6.4 On-Site Parking

- Outdoor parking, loading, and storage are encouraged to be located on the side or back of the lot, accessed via a laneway or side street.
- If a site does not have rear lane access, surface parking areas may be provided at the side of buildings adjacent to the street.
- Where laneways are not present or laneway access is restricted, front access and loading will be permitted. Landscape screening of these areas is required.





4.7 PUBLIC SERVICES PRECINCT

The Public Services Precinct (Map 4-8) is adjacent to the Canadian Pacific Railway corridor that runs parallel to 1 Street SW, and extends from the Highwood River crossing at the north end of the Plan area to 12 Avenue SE at the south end. Portions of the corridor between 3 Avenue SW and 7 Avenue SW have been enhanced to provide a pedestrian pathway and seating areas, and other amenities, such as the Museum of the Highwood. Portions of the corridor north of 3 Avenue SW are developed with a range of commercial uses. The portion of the corridor south of 7 Avenue SW is undeveloped.

The Public Services Precinct is a critical location for a continuous linkage of park and pedestrian-focused amenities, as well as landmark civic buildings and cultural facilities that serve the broader community and benefit from the centrality and visibility of this corridor. This area may also accommodate public utilities as required.

4.7.1 Objectives

- a. To provide an enhanced north-south pedestrian connection through the downtown.
- b. To provide open space and other public amenities through the area to serve the downtown population and those visiting the area.
- c. To provide linkages from other open space and public amenities in the surrounding area into the downtown.
- d. To accommodate public utilities as may be required to support ongoing downtown redevelopment.
- e. To identify preferred potential locations for civic buildings and to accommodate the potential development of new civic buildings that are integrated with the public realm.

4.7.2 Land Use

- a. A variety of parks, open spaces, and other public amenities should be provided throughout this Precinct (and in other areas, as opportunities may arise) to meet the needs of residents, visitors, and those working in the downtown.
- b. Within this Precinct, additional open space amenities should be provided that meet the year-round active and passive recreation needs of those living, visiting, and working in the downtown.
- c. Stand-alone civic buildings are permitted in this district. Commercial uses ancillary to civic uses are permitted.
- d. Cultural facilities described in Appendix D: Cultural Plan and in Chapter 5: Implementation, are highly encouraged to be located in this precinct.
- e. Temporary facilities or installations required to support activities and gatherings may be located in this precinct, including open-air markets, cafés, public art installations, and art exhibits.
- f. Recurring, seasonal, 'tactical' or 'pop-up urbanism', and other temporary installations and events are permitted.
- g. Community gardens, urban agriculture, and urban orchards are permitted.
- h. Where necessary to serve existing and future downtown development, public utility infrastructure should be located within this Precinct, if possible.



Map 4-7: Public Services Precinct

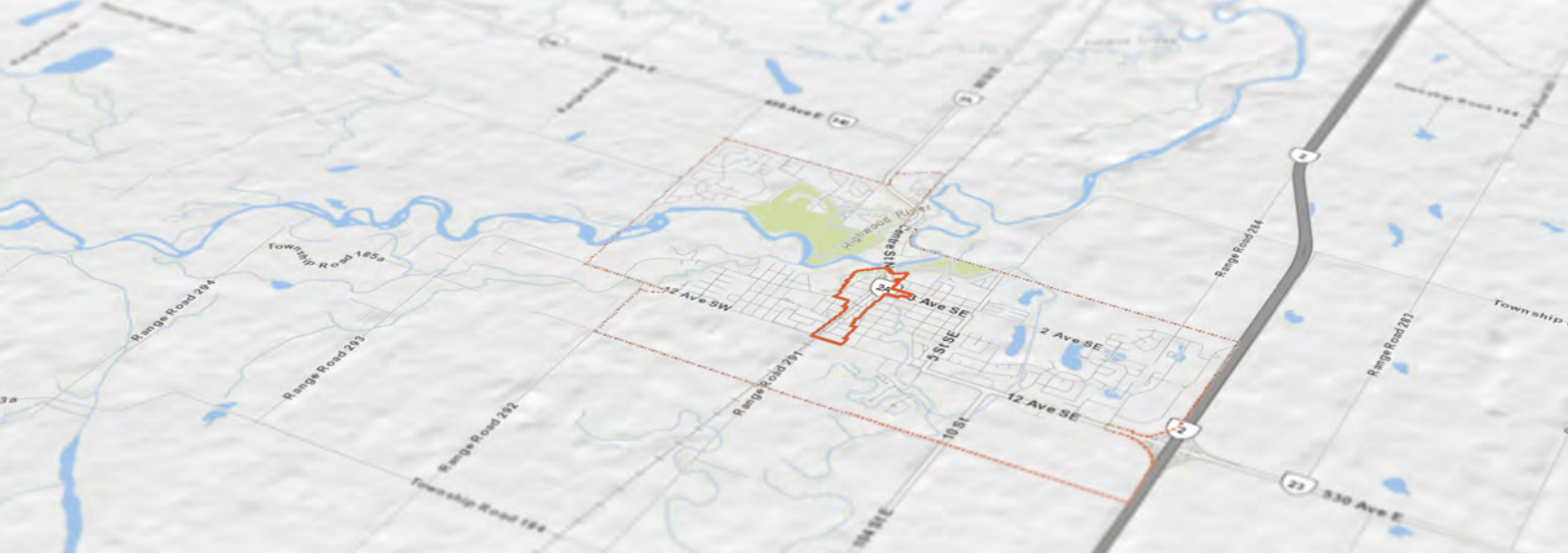
4.7.3 Built Form

- a. All new civic buildings should be reviewed on a case-by-case basis by an **Urban Design Review Panel (UDRP)**. See Chapter 5: Implementation regarding the establishment of an UDRP.
- b. New civic buildings constructed within the public service district should be designed to integrate into the planned context as described by the policies for neighbouring precincts.
- c. Buildings shall be oriented towards and have their main entrance on a street. Entrances should be clearly visible to create an identity and sense of arrival. Entrances should be universally-accessible and utilize elements such as detailing, paving materials, lighting, signage and canopies to be welcoming and provide weather protection.
- d. Buildings or corner lots should front both adjacent streets to give prominence to the intersection, and feature enhanced design to reflect their highly visible locations and create opportunities for landmarks and corner entrance features.
- e. New buildings immediately adjacent to the **Garden Laneway** shall provide an active pedestrian entrance onto the mews; secondary frontages on the mews, replete with glazing and outdoor amenity space, are encouraged on the mews.

4.7.4 Public Realm

Specific recommendations for the configuration of the public realm in this precinct are contained in Chapter 3: Public Realm Plan.

- a. Any redevelopment of existing open spaces and plans for new open spaces should be undertaken with regard to Crime Prevention Through Environmental Design (CPTED) principles.
- b. The existing pedestrian pathway along the east side of 1 Street SW should be extended to the south to 12 Avenue SW to provide additional connections for those living, visiting and working in the Downtown. Seating and amenity areas should be included as part of the corridor improvements.
- c. Enhanced linkages should be provided to allow pedestrians to connect to open space and other public amenities such as George Lane Park, Charles Clark Park, and the Bob Snodgrass Recreation Complex from the owtown.



5. IMPLEMENTATION

5.1 Authority of the Plan

ARPs are adopted as bylaw by Council in accordance with the Municipal Government Act (MGA). Section 635 of the MGA states:

An area redevelopment plan,

a) must describe:

- 1. the objectives of the plan and how they are proposed to be achieved,*
- 2. the proposed land uses for the redevelopment area,*
- 3. if a redevelopment levy is to be imposed, the reasons for imposing it, and*
- 4. any proposals for the acquisition of land for any municipal use, school facilities, parks and recreation facilities or any other purposes council considers necessary;*

and

b) may contain any other proposals that the council considers necessary

This section describes the interpretation, approval processes, limitations, amendments, and monitoring requirements that are critical to correct implementation of the ARP as bylaw.

5.1.1 Interpretation of the Plan

The following sub-sections provide direction for interpretation of plan language, figures, maps, and non-statutory elements.

5.1.1.1 Policy Interpretation

Where “shall” is used in a policy, the policy is considered mandatory. However, where actual quantities or numerical standards are contained within a mandatory policy (e.g.,

density policies specifying allowable units per hectare), the quantities or standards may be deviated from, provided that the deviation is necessary to address unique circumstances that will otherwise render compliance impractical or impossible, and the intent of the policy is still achieved.

Where “should” is used in a policy, the intent is that the policy is to be complied with. However, the policy may be deviated from in a specific situation where the deviation is necessary to address unique circumstances that will otherwise render compliance impractical or impossible, or to allow an acceptable alternate means to achieve the general intent of the policy to be introduced.

Where a policy requires compliance at the Neighbourhood Outline Plan/Land Use Amendment stage, that requirement may be deferred to the Subdivision Approval or Development Permit stage without requiring an amendment to the Plan.

5.1.1.2 Figure and Map Interpretation

Unless otherwise specified within the Plan, the boundaries or locations of any symbols or areas shown on a Figure are conceptual only, not absolute, and shall be interpreted as such. They are not intended to define exact locations except where they coincide with clearly recognizable physical features or fixed boundaries such as property lines or road and utility rights-of-way.

Unless otherwise specified within the Plan, where actual quantities or numerical standards are contained within the Figure, these quantities or standards shall be interpreted as conceptual only and will be determined at the detailed design stage.

5.1.1.3 Non-Statutory Components of the Plan

All contextual information and appendices attached to the Plan are to be used as supporting information only and do not form part of the statutory ARP.

5.1.2 Approval Processes

5.1.2.1 Review of Development Applications

- a. All development applications within the plan area are subject to the provisions of this ARP.
- b. In reviewing development permits, the Development Authority shall:
 1. Consider the context of the ultimate development concept as identified in the Plan
 2. Have regard to possible impacts on the existing development with respect to its ongoing operation and functioning until such time as it is replaced with new development consistent with the Plan
- c. The evaluation of Development Permit Applications shall consider in particular the policies and guidelines contained within Chapter 4: Urban Design + Development, as well as how the proposed development interfaces and supports policies contained within Chapter 3: Public Realm.
- d. Significant projects (e.g., major civic and cultural facilities, comprehensive redevelopment proposals) should be reviewed by an Urban Design Review Panel.

5.1.2.2 Review of Land Use Amendments

- a. Land use redesignations shall be in conformance with the ARP. Where feasible, land use districts established in the Land Use Bylaw will be used to implement the policies set out in this plan.
- b. The exact land use district boundaries shall be determined at the land use re-designation stage, using the planning precinct boundaries identified on Map X* (page X*).

5.1.3 Plan Limitations

The High River Downtown ARP is a long-term planning document. As such, it promotes a vision for the area and puts in place policies and guidelines that work toward achieving that vision over time.

The policies and guidelines in the ARP are not to be interpreted as an approval for a use on a specific site as the policies do not address the specific situation or condition of each site within the Plan area. In that regard, no representation is made herein that any particular site is suitable for a particular purpose as site conditions or constraints, including flood risk, environmental contamination, and geotechnical suitability, must be assessed on a case-by-case basis as part of an application for Subdivision, Land Use, or Development Permit Approval.

5.1.4 Amendment of the Plan

The nature of managing urban development through statutory plans is that there will likely be concepts for development and public improvements in the future that have not been proposed or anticipated by the plan. Where such new concepts and ideas respond to and meet the intent of the Vision, Objectives, and Principles (Chapter 2), or offer a creative solution to a specific problem, the Town shall make the effort to enable their implementation, including making amendments to this plan as needed. To make any change to the text or maps within the Plan, an amendment to the Plan that includes a Public Hearing of Council, shall be required in accordance with the MGA.

Where an amendment to the Plan is requested, the applicant shall submit a formal request for the proposed amendment, along with technical information on how it conforms with the ARP's vision, guiding principles, and objectives, or why it cannot, and ensure its consistency with the Town of High River Town Plan.

5.1.5 Monitoring of the Plan

The policies within the Plan shall be monitored over time in relation to development in order to ensure they remain current and relevant. A review and report to Council will be undertaken on the progress of this Plan every five years. Such a report is to include an overall performance of plan in meeting intended objectives. Where determined necessary, policies shall be updated through the plan amendment process either generally or in response to a specific issue.

5.2 Implementation Schedule

Approval of this plan is the first step in implementation of the ARP. The policies contained within Chapters 3 and 4, to a broad extent, implement the ARP, as it relates to managing public and private development over the long-term. To support the complete achievement of the vision, principles, and objectives identified in Chapter 2, and to ensure that policies described in Chapters 3 and Chapter 4 are fully supported, a number of additional steps must be taken. The following list describes chronologically and thematically action items related to coordination, programming, future plans, studies, inventories, applications, appraisals, or analyses; and other efforts to be undertaken by the Town departments, partner organizations, or stakeholders to see the established vision through.

Short-Term (0-5 years)

Land Use + Urban Design

Update Land Use Bylaw: Signage Rules

- Align signage rules in bylaw with those in the ARP, where applicable. Detailed recommendations for bylaw amendments can be found in **Appendix F: Recommended Land Use Bylaw Amendments**.

Update Land Use Bylaw: Land Use Districts

- Review and revise land use bylaw to align with the policies and guidelines of the ARP. Detailed recommendations for bylaw amendments can be found in **Appendix F: Recommended Land Use Bylaw Amendments**.

Establish an Urban Design Review Panel (UDRP)

- Create an Urban Design Review Panel to assist in the review of new development within the downtown ARP Area.

Public Realm

Implement Public Realm design recommendations

- Continue to implement recommended public realm improvements as they align with ongoing utility replacement work.
- Update/amend the Infrastructure Master Plan and Transportation Master Plan to study and incorporate design changes detailed in the Downtown ARP Public Realm Plan (e.g., Centre/Macleod roundabout, revised Centre Street cross section, 5 Ave SW connector). Incorporation of these design changes may require additional studies and other considerations, including (but not limited to): addressing flood mitigation, grading, land acquisition, and functional viability within the Town-wide transportation system.
- Undertake a Capital Improvement Plan (CIP) to determine cost and phasing for implementing long-term public realm improvements detailed in the Downtown ARP Public Realm Plan (beyond the scope of ongoing utility replacement-driven improvements).

Identify Public Realm funding sources

- Explore funding options for construction of proposed public realm improvements (including development charges/levies) and incorporate into a Capital Improvement Plan (CIP).

Develop a “High River Downtown Sidewalk + Woonerf Program”

- Consider developing and implementing a High River Downtown Sidewalk + Woonerf Program that specifies rules and procedures for the private utilization of public spaces. This program may address time allowances, clean-up requirements, area limitations, and/or permitting system and fee schedule. It should account for the role of existing bylaws, and should be developed in collaboration with local business owners likely to temporarily utilize public spaces; it should not overly or unnecessarily burden potential users to the degree that the desired active use of these spaces is unintentionally discouraged.

Statutory Plan Alignment

Update High River Town Plan to reflect Downtown ARP

- Update Map 2 of the High River Town Plan to include the Downtown ARP boundaries.

Parking Study

Optimize Parking Supply

- Encourage shared-parking between property owners.
- Introduce 2 hour parking limits on certain streets in the Historical Downtown District (as part of the parking time limit restrictions, by-law enforcement is required to ensure parking limits are heeded, which in turn promotes higher turnover. This will also set the stage for other parking management alternatives such as paid on-street parking).
- Optimize parking supplies that currently exist in lanes and on-site at existing developments.

Update Land Use Bylaw parking rules

- Consider implementing either a cash-in-lieu fee or a benefit assessment Bylaw fee to be collected monthly for either a finite or indefinite period of time. These could be used for a variety of purposes and not limited to the construction of new off-street stalls.
- Review the Land Use Bylaw minimum parking requirements based on recommendations contained in **Appendix C: Parking Study**, which provides preferred parking ratios.

Implement traffic management strategies

- Review and develop a traffic management strategy to accommodate the expected land use densities and ensure that the strategy aligns with the IMP.
- Update the Town's Infrastructure Master Plan (IMP) to confirm the ability of the road network, as well as other infrastructure facilities to accommodate the proposed redevelopment concept densities.

Cultural Plan

(Item numbering corresponds to Cultural Plan; See **Appendix D: Cultural Plan** for complete descriptions of implementation items)

Cultural Strategy 1A: Develop and expand existing cultural anchors within the downtown area.

1. Investigate expansion, enhancement, management, and programming of existing performance facilities at the Memorial Centre and/or the W.O. Mitchell Theatre at the Centennial Library; review management and programming responsibilities to support facility use.
2. Undertake a facility plan and business planning study to determine spatial requirements, available funding, and the feasibility of expanding the Museum of the Highwood in its existing location.

Cultural Strategy 1B: Establish new cultural anchors, relocate existing cultural anchors, or partner with existing anchors in within the downtown area to deliver cultural programming

4. Undertake an options appraisal, feasibility study, and funding analysis for establishing a new multidisciplinary cultural centre on the existing land on/around the Centennial Library, or on land adjacent to the Museum of the Highwood.
5. Establish permanent seasonal locations for the Farmer's Market and Artisan Market; utilize the 4th Avenue SW Woonerf during the summer
6. Support pop-up restaurants and food trucks in the downtown area, specifically on the 4 Ave SW Woonerf.
7. Consider relocating the High River Visitor Information Centre to the Museum of the Highwood to ensure a central location and year-round operation.

Cultural Strategy 1C: Beautify, animate, and connect the public realm with seasonal plantings, improved signage, public art, interpretation, and a variety of year-round cultural activities.

10. Improve way-finding features and beautify the downtown area through flower boxes/planters, gardens, seasonal decorations, etc.
8. Designate outdoor spaces as "preferred" for events, parades, and festivals; create a centralized booking system for use of these spaces; establish pedestrian-only times on the 4 Ave Woonerf; provide event support facilities (e.g., covered areas, electrical points, WiFi/LiFi, lighting, speakers, etc.).
9. Coordinate, develop, and expand the existing program of events and festivals to make the best use of outdoor spaces and provide year-round programming.

Cultural Strategy 1D: Ensure that artists and creative industries have access to affordable space for creation, display, retail, and performance.

11. Involve local artists in the creation and installation of public art in the downtown area.
12. Explore inclusion of artists' studios, and retail and gallery space within the proposed multidisciplinary cultural centre (Strategy 1B).

- 13. Facilitate collaboration between vacant property owners, artists, and cultural groups to activate empty storefronts with cultural display and event promotion.
- 14. Develop a strategy for reviving the live music scene, in partnership with the High River and District Music Festival Association.

Cultural Strategy 2A: High River should continue to celebrate its diverse culture, unique history, and local talent.

- 15. Organize new events, festivals, and programming that celebrate High River's: western traditions of ranching, agriculture and related crafts, local creative talent, connections with the river and the railway, and the diverse culture of its residents.
 - 16. Develop and maintain a Heritage and Culture Interpretation Plan for High River to provide direction on how to celebrate and interpret important heritage and cultural sites and events.
 - 17. Develop and update the High River walking tour series with more contemporary interpretation and media.
-

Cultural Strategy 2B: High River should promote and invest in the protection and preservation of its built heritage.

- 18. Continue to develop and update the High River Heritage Inventory Project; encourage heritage property owners to utilize the Alberta Heritage Act; establish and pursue High River's candidacy for the Alberta Main Street Program.
 - 19. Develop a public education program to engage people and strengthen understanding, literacy, and appreciation for the built and natural environments
-

Cultural Strategy 2C: Promote and invest in the protection and preservation of its natural heritage.

- 20. Develop a master plan to formally classify natural areas and provide a strategic management plan for conservation and development.
 - 21. Balance increased year-round cultural and recreational use of George Lane Park with the park's critical ecological functions.
-

Cultural Strategy 2D: Establish and invest in a regular public art and murals program.

- 22. Establish a strategy for installing new public art and murals within the downtown area.
 - 23. Establish a conservation strategy, funding, and long -term management and maintenance plan for the repair and restoration of the existing public murals.
 - 24. Reinstall the Medicine Tree in a prominent location within or near the downtown area.
-

Cultural Strategy 3A: Expand the strategic cultural vision for the downtown area to provide direction for cultural planning which encompasses the whole Town.

- 25. Develop a Town-wide Cultural Plan that builds on the established cultural plan strategies in this ARP.
-

Cultural Strategy 3B: Strengthen existing cultural leadership while developing future leaders.

- 26. Expand membership of the Heritage Advisory Board and the Arts and Culture Board; develop an Annual Events Sub-committee to work with the Tourism Office on coordinating programming, marketing and media coverage.
 - 27. Determine gaps in knowledge with a cultural sector skills audit; provide a series of networking and collaborative events, workshops and training courses for both professional and amateur artists; provide workshops on creative entrepreneurship and business management.
 - 28. Establish a Youth Advisory Panel to the Heritage Advisory Board, Arts and Culture Board and Library Board.
-

Cultural Strategy 3C: Actively encourage volunteering.

- 29. Establish and actively promote a structured volunteer program and produce a best practice guide for local organizations to follow when recruiting and employing volunteers.
 - 30. Hold a Volunteer Fair to pair willing volunteers with groups that need help or specific skills, and to establish a pool of volunteers that could be called upon to help during annual events and festivals.
-

Cultural Strategy 3D: Develop, position, and market High River as a welcoming and supportive "creative hub" in which to live and work; ensure that cultural facilities and activities spaces are of a high design quality in order to attract the creative industries.

- 32. Continue to encourage the film and television industry to use locations throughout High River for filming by providing incentives and developing a Film Location Brochure.
 - 33. Encourage best practice and innovative, quality design for the development of new and existing cultural facilities.
-

Cultural Strategy 4A: Build greater awareness of local artists, programs and events within the Town.

- 34. Create and promote a single cultural guide to High River.
-

Cultural Strategy 4B: Champion the diversification of municipal and other cultural programming and ensure that activity is varied, inclusive, and affordable.

- 36. Regularly undertake research to determine the level of cultural participation; minimize or remove any barriers to participation.
 - 37. Conduct a regular audit of cultural programming and frequently measure community satisfaction with cultural provision.
-

Cultural Strategy 4C: Expand available facilities and programs to engage more youth aged 12-19 in cultural activities.

- 38. Increase youth access to creative training, supplies, and equipment by establishing dedicated creative facilities for youth through the transformation of existing facilities, incorporation of facilities as part of a larger new development, or creation of a standalone facility (Strategy 1B).
 - 39. Establish a suitable outlet for young people to showcase talents; involve schools in the creation, display, and celebration of creativity
 - 40. Establish a creative mentorship program that matches youth with cultural groups and active professional artists (Strategy 3B).
-

Cultural Strategy 4D: Leverage the Town's unique cultural selling points to position and brand the Town as a "creative destination" or "art town," and ensure it offers a full day and/or weekend tourist experience.

- 41. Produce a Tourism Master Plan that focuses in part on developing the cultural tourism product and positioning High River as a day-trip or weekend destination.
 - 42. Define a strategic brand for High River that communicates the Town's unique approach to arts, culture, and heritage; and develop a "Crafted in High River" logo for locally handcrafted products/services.
-

Long-Term (5-10+ years)

Parking Study

Optimize Parking Supply.

- Continue to allow shared parking analysis in determining bylaw parking requirement for mixed-use sites.
 - Explore instituting market pricing for the on-street parking supply if redevelopment occurs to the densities envisioned (requires enforcement to ensure turnover occurs and short-stay spaces are available for users).
 - Identify future sites where central, pooled parking facilities could be developed to accommodate up to 260 additional stalls within walking distance of the Historical Downtown District (a 2-3 level above-grade structure may be required if all 260 additional stalls were provided in single location).
-

Implement Transportation Demand Management.

- Continue to implement other Transportation Demand Management (TDM) techniques (such as upgrades to trails, sidewalks, bike lanes, transit, etc.) to encourage the use of alternative modes and to promote a more walkable community within the downtown.
-

Consider Establishment of a Parking Authority.

- If, in the future, it makes sense to separate parking enforcement from other bylaw enforcement, consider establishing a parking authority. The authority could be charged with implementing parking strategies, including: the introduction and enforcement of on-street parking time limits; development of additional parking facilities; and potential future introduction and enforcement of on-street market pricing.
-

Cultural Plan

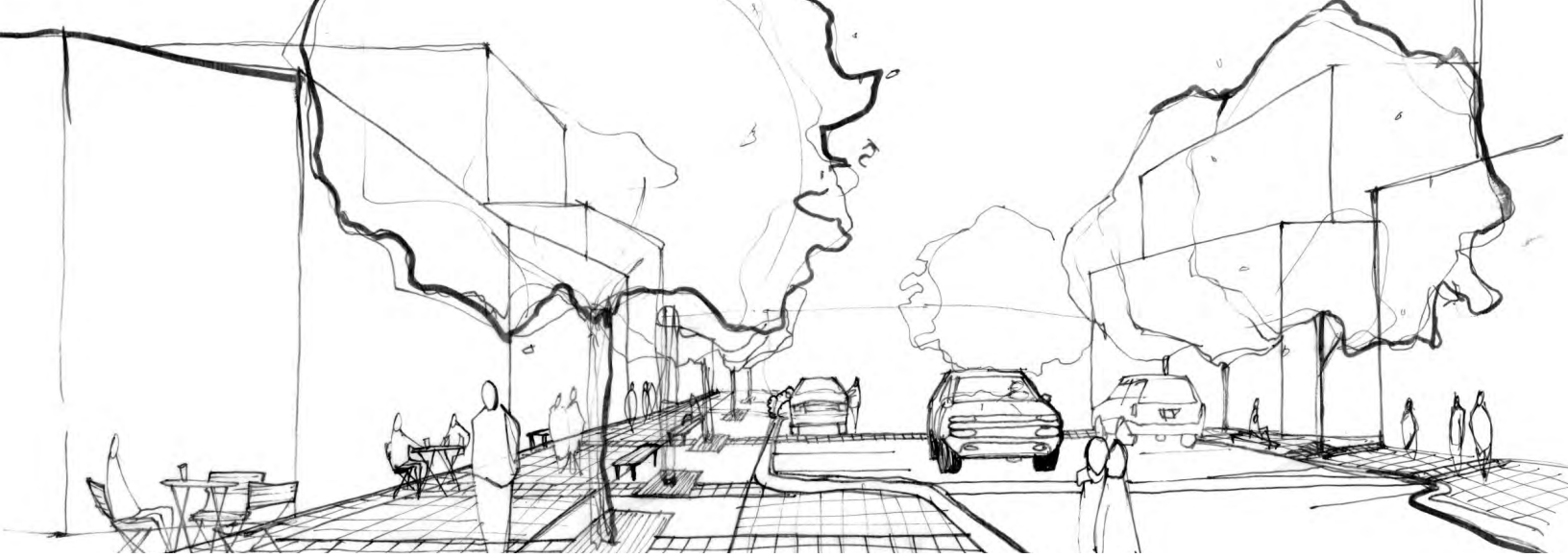
*(Item numbering corresponds to Cultural Plan; See **Appendix D: Cultural Plan** for complete descriptions of implementation items)*

Cultural Strategy 3D: Develop, position, and market High River as a welcoming and supportive "creative hub" in which to live and work; ensure that cultural facilities and activities spaces are of a high design quality in order to attract the creative industries.

- 31. Produce a creative industries sector profile; actively encourage commercial artists and creative industries to relocate to or set up in High River; and co-locate in the same facility and/or cluster in the same area.
-

Cultural Strategy 4A: Build greater awareness of local artists, programs, and events within the Town.

- 35. Continue to incorporate culture into all future municipal planning and development strategies for High River.
-



6. GLOSSARY

Access: the accessibility to and within the site for vehicles, cycles, and pedestrians in terms of the positioning and treatment of access and circulation routes, and how these fit into the surrounding access network.

ADA Guidelines: enforceable standards for increasing universal accessibility and reducing discrimination in public spaces, as established by the Americans with Disabilities Act (ADA) of 1990.

Articulation: the articulation and design of a building façade creates identity for individual units within a larger building and can provide the adjacent public realm with a pedestrian scale.

Bulb-out: a curb extension used to extend the sidewalk, thereby reducing the crossing distance for pedestrians, and allowing pedestrians and approaching vehicles to see one another when vehicles parked in a parking lane would otherwise block visibility. Bulb-outs are also used as a traffic calming measure.

Community Garden: a single piece of land gardened collectively by a group of people.

Connection: the linkages within the community that bring together and move pedestrians, bicycles, vehicles, etc. from one area to another.

Crime Prevention Through Environmental Design (CPTED): a multi-disciplinary approach to deterring criminal behaviour through environmental design, which relies upon the ability to influence offender decisions that precede criminal acts, mostly within the built environment.

Density: the number of dwelling units on a site expressed in dwelling units per acre (u.p.a) or units per hectare (u.p.ha).

Flood Mitigation: management and control of flood water movement, such as redirecting run-off through the use of floodwalls, flood gates, or the use of Low Impact Development (LID) techniques to promote stormwater infiltration.

Frontage Zone: building façades, entrances, and windows to create an interface between buildings and the public realm. The design of these elements as they relate to the adjacent sidewalks and streets affects street activity and perceptions of scale, variety, and rhythm. Allowed uses within the frontage zone include sidewalk cafes, non-permanent signage, retail displays, and landscaping.

Gateway: an urban design feature or area that provides visual access, direction and/or celebration of the community for those entering. Within the Plan, there are three areas that have been defined as being appropriate for such features, which could include (but is not limited to) architectural detailing, signage, streetscape elements, and public art.

Greenspace/Furnishing Zone: the area between the roadway curb face and border of the pedestrian zone. Allowed uses within this zone can include public site furnishings, transit stops, landscaping, sidewalk cafes, and patio.

Guidelines: statements of planning intent that are more detailed than policies, but not as strict as rules and regulations.

Infrastructure: the services and facilities for which the municipality has capital investment and maintenance responsibilities, including roadways, sidewalks, bridges, street lights and traffic signals, transit buses, solid waste management systems, potable water distribution systems, storm sewers, sanitary sewers, sports fields, playgrounds, arenas, pools, police and emergency response stations, vehicles and equipment, civic buildings, parks, boulevard trees, and computer and telecommunications equipment.

Land Use Bylaw: a bylaw of a municipality passed by Council as a Land Use Bylaw pursuant to the provisions of the Municipal Government Act and intended to control and regulate the use and development of land and buildings within the municipality.

Laneway: A narrow roadway between buildings, hedges, or fences.

Materiality: The quality of colours, materials, and finishes convey the character and durability of a building.

Mews: Narrow, intimate streets that balance access and service functions of a lane with active building frontages, accessory uses, and a street space shared by cars and pedestrians.

Multi-modal: allowing for a range of different modes of travel such as walking, cycling, driving, and public transit.

Municipal Development Plan (MDP): the principal statutory land use plan for the entire municipality, adopted by Council, in accordance with the provisions of the Municipal Government Act.

Natural Environment: self-sustaining areas with native vegetation, water, or natural features.

Node: a central or connecting point at which pathways intersect or branch.

Pathway: a multi-modal route or way of access, generally through parks or in public rights of way abutting private properties.

Pedestrian Zone: an area that has been reserved for pedestrian travel only.

Precincts: distinct areas of town that are characterized by a specific land use pattern and character.

Policy: an official plan of action adopted by an individual or group, which for land use plans adopted by municipalities in Alberta can be distinguished as either statutory plans

(Municipal Development Plans, Area Structure Plans, or Intermunicipal Development Plans) or non-statutory plans.

Promenade: a paved or otherwise constructed public walk through a park or open space.

Public Art: works of art in any media that has been planned and executed with the specific intention of being sited or staged in the physical public domain, usually outside and accessible to all.

Public Realm: the public and semi-public spaces of the city, especially the street spaces of the city from building face to the opposite building face (including the facade, front yard, sidewalk, and streets) and open space such as parks and squares.

Streetscape: means all the elements that make up the physical environment of a street and define its character. This includes paving, trees, lighting, building type, style, setbacks, pedestrian amenities, street furniture, etc.

Traffic Calming: the combination of mainly physical measures that reduce the negative effects of motor vehicle use, alter driver behavior and improve conditions for non-motorized street users. Typical devices include traffic circles, curb extension, diverters, and speed bumps.

Urban agriculture: the practice of cultivating, processing, and distributing food in or around a village, town, or city.

Urban orchard: an area of land within a town or city devoted to the cultivation of fruit or nut trees.

Utilities: either (1) municipal and regional utilities such as water and sanitary sewer, or (2) “shallow” utilities such as gas, telephone, and electric.

Woonerf: the Dutch term for a shared street in which cyclists, pedestrians, and vehicles (that are restricted to low speeds) occupy the same space. The shared nature of the woonerf acts as an effective traffic calming measure.

A. ENGAGEMENT SUMMARY



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Figure 1. Downtown ARP Study Area



1. Introduction

The Town of High River is preparing a Downtown Area Redevelopment Plan (ARP) to guide growth and investment in the downtown area over the next 30 years. The Downtown ARP is a critical opportunity for residents and businesses to have a clear say in the redevelopment of their downtown.

This report summarizes what we heard from the public over the course of the Community Visioning engagement period, held through April and May of 2014. A detailed record of all comments received is provided in Appendix A.

1.1. What is the Downtown Area Redevelopment Plan?

The Downtown ARP is a roadmap for future growth. The Downtown ARP will include a plan that outlines the physical design, uses and programming for the downtown area, as well as policies and implementation actions that will help the Town, developers, businesses and residents grow the downtown into a vibrant place.

The Downtown ARP study area extends from the Highwood River to 12 Avenue along Centre Street, and includes the historic downtown.

1.2. Public Participation

Public participation is critical to the success of the Downtown ARP. The Town and the consulting team led by O2 Planning + Design is committed to involving residents and businesses in planning for the future.

There are three engagement periods before project completion in November 2014, timed to correspond with major project decision-points. Within each engagement period, multiple opportunities for participation will be provided. The three engagement periods are:

1. Community Visioning

April – May 2014

Objectives: To identify shared aspirations and goals for the downtown area, and prepare a 30-year vision and guiding principles for downtown redevelopment.

2. Downtown ARP Themes, Scenarios and Solutions

June – September 2014

Objectives: To confirm the vision, review the core Downtown ARP planning themes, and select the desired strategies to implement the vision over the short-, medium-, and long-term.

3. Final Downtown ARP Review and Council Approval

October – November

Objectives: To review the final plan, identify and resolve any outstanding issues, and receive Council approval for the Downtown ARP.

All engagement activities, and the engagement periods themselves, are designed to build on each other. In this way, the project team will use public input to turn the shared vision into the long-term strategies needed to rebuild the economic, environmental and cultural vitality of High River.



In April and May 2014, the project team engaged High River residents and businesses to identify opportunities and challenges facing the downtown area, and to discuss a shared vision for the future. In total, approximately 250 people were engaged over this period, providing insightful comments on what should be celebrated and improved downtown.

2.1. Visioning Workshop

- Session 1 – 1:30 – 3:30 pm
30 participants
- Session 2 – 7:00 – 9:00 pm
40 participants

The workshop was widely advertised in print and on-line forums, as well as through street-level bold signs. The sessions were open to all interested High River residents. Many downtown business owners, area developers, and residents attended the workshop sessions.

Figure 2. Workshop Session 1



Figure 3. Drop-In Session

2.2. Drop-in Session

Bob Snodgrass Recreational Complex | Saturday, April 12, 2014

- 97 participants

The drop-in session allowed residents to review comments made during the workshop, indicate their agreement with previous comments using sticky-dots, and adding additional comments to the display boards. The session was also an opportunity to meet with project team members and discuss ideas and concerns in a one-on-one environment.

The drop-in session was widely advertised in print and on-line forums, as well as through street-level bold signs. The date, time and location were chosen to encourage drop-in traffic from the recreation complex.

2.3. Project Blog

On-line | On-going

- 744 page views
- 117 visitors viewed the site once
- 153 visitors returned to the site
- 3 active discussion threads
- 13 total approved comments (some comments were removed due to inappropriate tone/content or repetition)
- 18 blog posts to share project information

The project blog allowed for residents to review project material, and to provide input on key project questions. The blog also served as a dynamic forum for discussion on on-going project issues.

2.4. On-line Web Map Tool

On-line | On-going

- 35 comments

The on-line web map tool allowed for residents to review materials presented at the visioning workshop and drop-in session, and to provide comments on an interactive map.



Figure 4. On-Line Web Mapping Tool

2.5. Youth Engagement

Notre Dame Collegiate | Wednesday, April 16, 2014

- 32 Grade 11 and 12 students

Highwood High School | Wednesday, May 7, 2014

- About 30 Grade 11 and 12 students

Students were asked to share their thoughts about what they liked and didn't like about downtown High River, and to provide ideas about their vision for the downtown in 2045.

2.6. Board and Committee Engagement

- Planning and Renewal Advisory Committee | Thursday, April 10, 2014
- Heritage Advisory Board | Wednesday, May 7, 2014
- Arts and Culture Advisory Board | Thursday, May 22, 2014

Boards and committee members were given a presentation on the project, followed by a discussion about their interests and suggestions for downtown redevelopment. Members also provided ideas about their vision for the downtown in 2045.

2.7. Engagement Monitoring

The engagement period attracted relatively good levels of resident participation in in-person activities. The workshops were well attended, and the drop-in session provided a convenient alternative for participation to people who would not otherwise attend an open house. These events were heavily advertised in print, on-line, through social media, and using location-based signage. Participation was characterized by an older demographic, suggesting that representation from younger families could be improved. Youth participation was addressed by class presentations.

On-line engagement gave residents a convenient way to review engagement materials, and provided several different feedback options. The majority of site visitors made more than one visit to the website, indicating that they had a fairly high level of interest in the subject matter.

Web traffic monitoring suggests that residents were actively reviewing on-line material, but not necessarily providing comments or responding to the project questions. This could indicate that the majority of people accessing the blog were looking for further details, and once their information needs were fulfilled, they ceased engagement. Many of the site visitors also used the website to register for engagement sessions, and may have avoided offering feedback online in favour of presenting their ideas in person at the workshops.

Of those comments received, the primary concern was changes to parking availability on 3rd and 4th Ave and the potential impacts of these changes to business owners and seniors. These comments accounted for 62% of all website comments provided and one half of email comments.

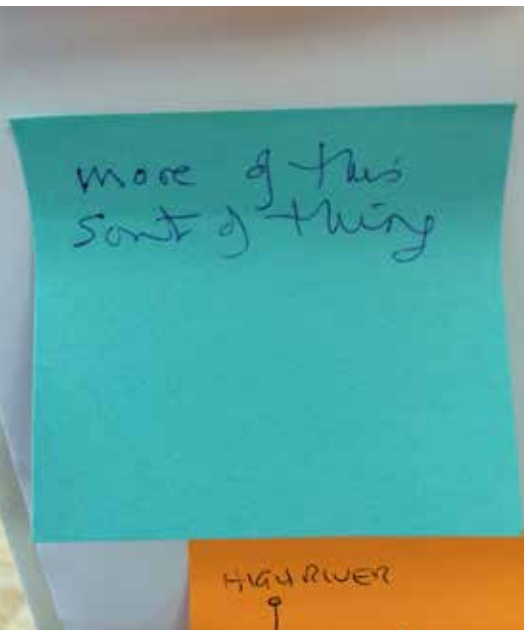
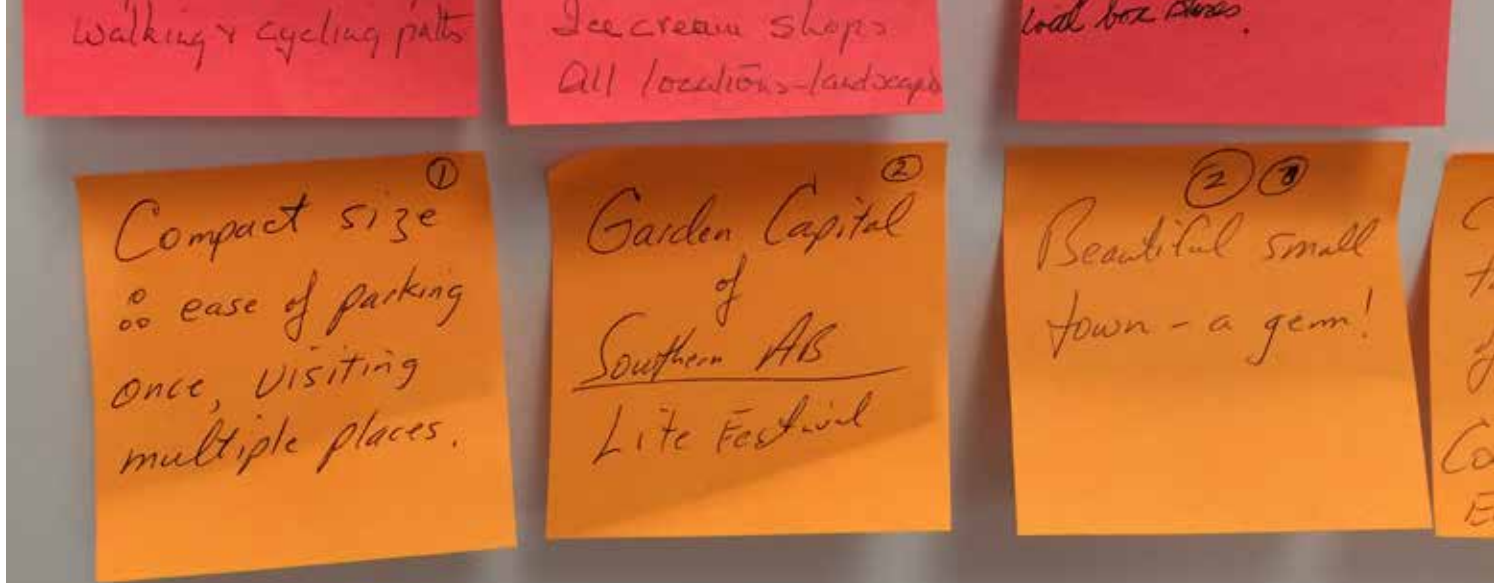


Figure 5. Engagement Feedback



1. What We Heard

The intent of this report is to highlight common themes that emerged from the engagement period. The vision and principles for the Downtown ARP will be distilled from these themes, and will direct the development of planning and design policies.

The project team prepared detailed analyses of the strengths, weaknesses, opportunities and challenges, or SWOC analyses, for the downtown study area. To help structure community engagement, the SWOC analyses were broken out into four general categories:

- Urban Design + Planning
- Open Space + Public Realm
- Transportation + Mobility
- Culture

For each category, frequently heard comments have been grouped by theme and summarized to highlight areas of agreement and disagreement. These areas provide useful insights for the Downtown ARP project team around identifying shared aspirations for the future of the Town, and identifying points of tension to be reconciled through policy development. Catalytic projects, or “big moves”, are identified at the end of each category.

In addition to considering emergent themes within each category, the report also identifies overlap and contradictions among the categories. Drawing attention to these linked themes highlights the interconnections between issues. In this way, the Downtown ARP can reflect the linkages between different planning and design areas and create solutions that address multiple issues at one time.

1.1. Urban Design + Planning

Urban design and planning considers the land uses, development patterns, and 'look and feel' of buildings within the study area. A common theme throughout this category is the need for more vibrancy in the downtown to draw residents and visitors alike. While there is some disagreement about architectural style, this category is relatively unified in terms of building on some of the finer-grained features that characterize the downtown into a more welcoming retail and residential environment.

Theme	What We Heard
Mix of Uses	<ul style="list-style-type: none"> • Provide more retail stores and restaurants downtown. • Mix smaller-scale, independent clothing boutiques and cafés with larger national chains. • Okotoks has a better mix of retail. • Need a strategy for deciding whether to keep or tear down buildings • Identify vacant lots and buildings to be torn down
Architecture	<ul style="list-style-type: none"> • Create memorable architecture. • "Forced historical" is not authentic. • Celebrate the historical character of High River, looking to keep the "old" feel of the town.
Small-Scale / Fine Grain	<ul style="list-style-type: none"> • Reinforce the fine-grained development pattern (e.g. laneways and intimate gathering spots such as Pioneer Square). • Laneways are in poor condition (lack of lighting, not paved), poorly maintained, feel unsafe, and some are inaccessible, but are an important development opportunity.
Housing	<ul style="list-style-type: none"> • Provide more residential housing options within the downtown. • Attract seniors and other residents by providing services that meet daily needs. • More residential uses downtown may decrease pressure for parking.
Economic Development	<ul style="list-style-type: none"> • Develop a strategy to attract anchor tenants that could draw people into the downtown. • Commercial anchor tenant could include "big box" format retail. • A cultural anchor could be the library or multi-purpose community space. • An employment anchor could be achieved by consolidating or clustering regional service offices. The best location for this type of anchor is Centre Street.
Big Moves	<ul style="list-style-type: none"> • Development incentives. • Vacant lot redevelopment. • Planning for municipal use of CP rail lines. • Innovation (e.g. solar energy). • Looking to precedents such as Granville Island in Vancouver, BC, Parksville, BC and Qualicum Beach, BC.

1.2. Open Space + Public Realm

Open space and the public realm considers the parks, trails and public spaces that animate the study area. George Lane Park, Rotary Park, Pioneer Square, and the Happy Trails pathway network are the most frequently commented-on open space features. Each presents its own set of opportunities and challenges, which are summarized below.

A key theme within this category is better programming for open space features and the public realm in general to create more downtown destinations. Programming considerations include enhanced facilities and amenities, as well as new attractions that will activate spaces and make them more useable throughout the year, for people of all ages. There is potential tension between residents seeking increased programming options and those preferring to maintain the park as it is.

Theme	What We Heard
George Lane Park	<ul style="list-style-type: none"> • Important open space feature. • Some feel the park is well used, while others do not. • Provide for enhanced uses and attractions such as cross-country skiing and winter events, a water feature, a BMX park, a statue garden, a café, an outdoor amphitheater, a bridge to a new cultural centre, and a boardwalk along the edge of the park. • Keep the park in a natural state. • Improve access to the park. • Open the park to the public by moving the campground to another location, such as Wallaceville.
Rotary Park	<ul style="list-style-type: none"> • Underused. • Lacks amenities such as chairs, picnic tables, lighting, trees and other planting features. • Make the park more useable by providing more amenities. • The park provides an important connection across and along the CP rail line, extending to 12 Ave.
Pioneer Square	<ul style="list-style-type: none"> • Key space for animating the public realm. • Use the square as spillover space or a patio for a restaurant. • Flood the square in the winter as a skating rink. • The square is poorly maintained in the winter.
Happy Trails	<ul style="list-style-type: none"> • Important open space feature. • Connect trails across the CP rail line. • Create new trails to connect the Town north, across the Highwood River. • Use the trails to connect open space features.
Enhanced Public Realm	<ul style="list-style-type: none"> • Provide more amenities that invite people downtown: <ul style="list-style-type: none"> - places to sit - outdoor patios - accessible public washrooms - public art - better lighting - more trees and planters - planters that could be used as fire pits or warming huts in the winter, - improved way-finding - improved cycling facilities such as bike racks • Improve sidewalk maintenance in the winter. • An enhanced public realm will exacerbate maintenance problems, will limit seniors' access to services, and may pose challenges for deliveries to businesses.
New Attractions and Destinations	<ul style="list-style-type: none"> • Few spaces and facilities for children or youth. • Few family-focused activities downtown. • Need for more centrally located and accessible recreation opportunities. • Develop attractions and destinations to draw people downtown: <ul style="list-style-type: none"> - downtown Farmer's Market - baseball diamonds adjacent to the study area - downtown to reinforce High River as a bird watching destination
Big Moves	<ul style="list-style-type: none"> • Green downtown with more flowers, trees and community gardens to improve the public realm. • Consider a gondola across the Highwood River as an alternative to a pedestrian bridge. • Catalyze redevelopment with a new amphitheater, café and boardwalk along the eastern edge of George Lane Park.

1.3. Transportation + Mobility

Transportation and mobility considers the roadway infrastructure that allows vehicles, pedestrians and cyclists to move around the study area. Parking is the most frequently discussed topic within this category, and features the highest level of disagreement among residents. On the subject of parking, two distinct themes emerged: 1) disagreement over the need for parallel parking and overall streetscape improvements, and 2) concern about parking availability and impacts to businesses. It should be noted that support for the parking changes on 3rd and 4th Ave is mixed; some residents are in favour of the changes, while others are not.

Underlying the concern about parking are a series of interconnected issues around providing alternatives to car-based travel. The need to address barriers to walking and cycling, and the creation of alternative transit options are identified as important issues.

Theme	What We Heard
Angle or Parallel Parking	<ul style="list-style-type: none"> • Support the change to parallel parking. • Develop a parking management strategy to address lost parking spaces. • Parallel parking is not good for seniors or trucks. • Parallel parking limits access to services. • The design concept does not consider cold, icy winter conditions. • Put it back the way it was.
Parking Availability + Management	<ul style="list-style-type: none"> • Parking availability is an on-going issue, and was even before the flood <ul style="list-style-type: none"> - Hard to park when there is an event at the memorial centre - Poorly designed handicap parking - Parking spaces are taken up by downtown area employees • Provide off-site parking for employees at a municipal parking lot. • Provide new parking spaces on the CP rail line. • Consider parking garages or allow taller buildings with ground-floor parking • Enforcement will be a challenge. • Off-site parking is too far to walk in the winter. • Lack of parking is severely affecting businesses. • It is unfair that downtown businesses receive a subsidy in the form of free, on-street parking. Other businesses in the study area have to pay for on-site parking.
Sidewalks	<ul style="list-style-type: none"> • Downtown streets are too narrow for strollers, walkers and families with young kids. • Dead end sidewalks on residential streets make it hard for families with young kids to walk downtown. • Centre street sidewalks are disconnected and in poor condition. • Poor snow clearing and winter maintenance.
CP Rail Line	<ul style="list-style-type: none"> • Barrier that limits access downtown. • Provide more connections across the rail line. • Use the rail bed as a new walking or cycling trail to connect the downtown to 12th Ave.
Transit	<ul style="list-style-type: none"> • A downtown transit stop or regional exchange is an opportunity for development. • Provide a shuttle to: <ul style="list-style-type: none"> - bring seniors downtown - bring people from off-site parking lot and downtown during special events • Create a cable car loop along the CP rail line.
Centre Street	<ul style="list-style-type: none"> • Slow traffic on Centre Street. • Support parallel parking. • Concern that vehicle travel, and potentially parking, will be diverted to residential streets. • Create a “green gateway” to welcome people to downtown High River.
Walking, Cycling and Driving Infrastructure	<ul style="list-style-type: none"> • Improve wayfinding. • Build a new pedestrian bridge across the Highwood River to improve connections to the northwest. • Improve cycling conditions downtown. • Do not limit vehicle access and circulation within the downtown.
Big Moves	<ul style="list-style-type: none"> • Develop a parking management strategy to address lost parking spaces. • Identify creative solutions to parking and getting around in the winter. • Provide for connections across the CP rail line.

1.4. Culture

Culture considers the activities, interests, infrastructure and facilities that create a shared sense of community within the study area. Providing spaces for cultural activities is an important theme. Many comments focus on developing the library as a potential cultural anchor in the downtown, along with creating a new performing arts space and new art or business incubator spaces. Residents also discussed important cultural needs and assets, including the Town's western heritage and annual events popular with residents. The main issue of concern is the community's capacity to support cultural capital within the context of changing community demographics.

Theme	What We Heard
Spaces for Arts and Culture	<ul style="list-style-type: none"> • Provide flexible, multi-use spaces for arts and culture. • The library is an important cultural facility. • Need for a multi-use cultural anchor downtown such as the library or a performance arts space. • Investigate potential for public-private partnerships to fund these spaces. • Locate a cultural anchor along the interface with George Lane Park, or on downtown motel lands.
Events	<ul style="list-style-type: none"> • Popular summer events include the Little Britches Rodeo, the Hot Air balloon festival, and the Show and Shine. • Few winter activities. • High River used to have a thriving music and arts scene, but these activities have been phased out. • Create more family-friendly activities to bring people downtown such as an outdoor music festival or a food truck day. • Conduct art walks or mural tours.
Incubators	<ul style="list-style-type: none"> • Develop arts, culture and business incubators. • Leverage low rents to attract artists from Calgary to locate studios in the southern portion of the study area. • Investigate potential for public-private partnerships to fund these spaces.
Western Heritage	<ul style="list-style-type: none"> • Western heritage is a key strength. • Celebrate Town founders and those who actively contributed to "rodeo culture" across the Calgary region. • Architectural features are a visual representation of western heritage, the Town should move on from forced historical / western themes. • History for manufactured heritage goods such as leather and tack supplies could be leveraged as an economic development theme.
Community Capacity	<ul style="list-style-type: none"> • The community is warm, friendly and people are nice. • The community embraces cultural activity. • Church groups used to provide the main cultural / community spaces through activities such as quilting circles and music, but are now in decline. • Shifting demographics trends have introduced new cultural needs, and decreased the prominence of Church-based cultural activities. • Emerging Mexican and Philippino communities with their own cultural traditions are an opportunity. • There is little support for cross-cultural activities. • Few cultural opportunities for youth outside of sports. • Need for new cultural leaders.
Big Moves	<ul style="list-style-type: none"> • Build a cultural facility to catalyze redevelopment and anchor cultural activities downtown. • Provide on-going music or artistic programming to bring people downtown. • Improve community capacity and awareness of current assets and opportunities.

1.5. Downtown in 2045

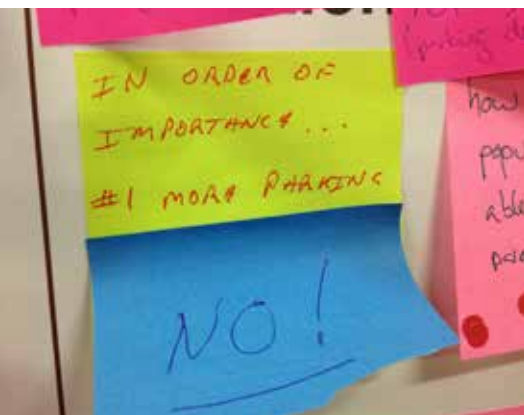
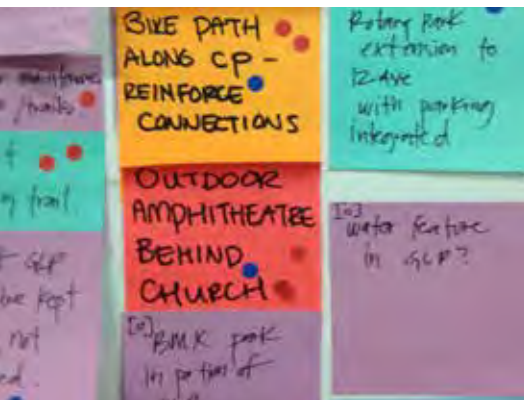
The community vision for downtown High River is a statement of shared aspirations for the future growth and development of the downtown over the next thirty years. The word cloud highlights these aspirations, with the larger words indicating the most frequently heard comments.



Figure 6. Community Vision Word Cloud

Aspirations for downtown High River range from the physical form, built and natural features, aesthetic experience, and types of activities desired by residents, to the sense of place and community spirit that makes High River a special to live. Comments are summarized below, and grouped by theme.

Theme	What We Heard
Community	<ul style="list-style-type: none"> • A friendly, warm and vibrant place to live • Authenticity • Incorporate the history of the floods • A people place that is accessible to all demographics and abilities
Culture	<ul style="list-style-type: none"> • Arts and music scene • Historic preservation and western heritage • Value history, but with a modern theme
Attractions, Destinations and Anchors	<ul style="list-style-type: none"> • Music and art • Entertainment • Anchor businesses, institutions or communal space • Events downtown • Restaurants • Festivals
Connections	<ul style="list-style-type: none"> • Parking availability • Walking and cycling paths • Transit
Built Form + Aesthetics	<ul style="list-style-type: none"> • Quaint stores • Compact, intimate, and walkable downtown • Heritage buildings and murals • More housing for young people • Unique and distinct • Clean and beautiful
Green the City	<ul style="list-style-type: none"> • A garden town • Clean air • Trees and landscaping • Organic / urban farming
Capacity	<ul style="list-style-type: none"> • Collaboration between Town departments on issues like tourism, economic development and business • Arts incubators • Create linkages between sectors • Infrastructure and operations (snow clearing) • Independent retail supported by residents



1.6. Summary

Comments suggest a good level of agreement amongst residents on features that make High River unique. The fine-grained authenticity of the town – the people, the laneways, the smaller scale, the heritage buildings, the rail line – may need improvement, but should be celebrated. Many, though not all, comments indicate there is excitement about what could be; there is a shared recognition that the downtown has potential for growth.

A recurrent theme is the need to develop new destinations, attractions and uses that will bring people into the downtown through all times of the year. Suggestions range from improvements at the smaller scale of the street and the public realm, to the larger scale of creating recreation, commercial, cultural and/or employment anchors.

This new development must also reconcile points of tension within the community. Parking is a clear concern that is to be addressed through a parking management strategy. Planning for the right mix of retail, service and recreational uses must consider the daily needs of varied demographic groups, but also the built form and aesthetic aspects that are integral to place-making. Comments suggest some disagreement over the type and size of desired retail uses. Finally, the cold-weather climate is a challenge that many residents would like to see explicitly addressed.



4. Next Steps

The linkages and points of tension that emerged from the Community Visioning engagement period underscore the need for flexible and adaptable approaches to planning and design. Input gathered through this engagement period will be used to develop a vision and guiding principles for downtown redevelopment. The detailed suggestions provided in the comments will be also used to update the SWOC analyses. Many of the comments confirmed the project team’s initial analysis of the area.

Based on the vision and the updated SWOC analyses, the project team will prepare a land use concept, supporting policies, and design alternatives to guide growth and revitalization. Once developed, these strategies will be presented for community input and refined based on feedback.

Upcoming Downtown ARP engagement periods will build on the successes of in-person activities, and will look to encourage greater levels of participation from younger families. Engagement will continue to promote the use of on-line tools for sharing and reviewing information, with additional emphasis on encouraging more use of on-line comment features. Care will be taken to schedule events in a way that decreases the likelihood of “engagement fatigue” with other Town initiatives such as flood mitigation and emergency preparedness.

Vision

What do you value about downtown High River? What would you see there in 30 years?

What words would you want future generations to use to describe downtown High River?

What would you like to see preserved in downtown High River? What would you like to see changed?

Plan the vision! How about
if there are buildings etc
that don't fit the vision, tear it
down or move it. Make it cohesive.

Transit connecting
all suburbs and
downtown - stay
behind the stadium.

Get over preserving "what was"
in terms of business. If we
welcome opportunities for bigger business
to come to town, these will support
the smaller ones (but shops, etc)

Health, medical
services, etc.
attracting all
kind of people
to the area.

More of the
same stuff
as downtown
downtown
downtown

When you building
in downtown
Develop parking
areas, make it
easy to get to
the building
and the street

Bar by the firehouse for
use. I think in Montreal what
the bar was business & downtown
has been saved and finally right
place & right.

A 'community'
building could
include library
& other things
provide, promote
fun times - at
downtown.

the downtown area
downtown area
downtown area
downtown area
downtown area
downtown area

Personal ideas
downtown area
downtown area
downtown area
downtown area
downtown area
downtown area

COMBOS
downtown
downtown
downtown

More residents
needed downtown
downtown
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More residents
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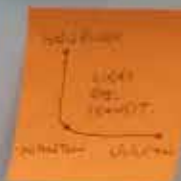
More residents
needed downtown
downtown
downtown

High speed
train terminal
downtown
High speed

High speed
train terminal
downtown
High speed

High speed
train terminal
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High speed

High speed
train terminal
downtown
High speed





5. Downtown ARP Themes, Concepts and Solutions

In July and August 2014, the project team presented the Downtown ARP draft vision and principles, and sought feedback on the core planning themes and potential solutions that will make up the draft plan. In total, approximately 215 people were engaged over this period.

The core planning themes presented through this engagement period are:

- Land use and urban design
- Open space and recreation
- Building form and character
- Culture
- Parking
- Public realm

The major concepts and ideas underlying each theme were presented using visual display material consisting of illustrative concept maps, graphics and precedent images. An overall description of the intent for each planning theme was also provided.



5.1. Pop-Up Open Houses

- **High River Airshow**
Wednesday, July 23, 2014
4 – 6 PM
- **Farmers' Market**
Thursday, July 31 and August 14, 2014
4 – 7 PM
- **Skate Mania**
Wednesday, August 6, 2014
4 – 8 PM





- **Artisan's Market**

Saturday, August 9, 2014

10 AM – 4 PM

Pop-up open houses go to where people are, providing convenient opportunities for participation in the planning process. Residents were able to review display material, speak with project team members, and provide feedback directly on the boards using sticky notes. In total, the pop-up open houses engaged an estimated 130 people.

5.2. Themes + Solutions Workshop

Highwood Memorial Centre | Wednesday, August 13, 2014



- **Session 1**

3 – 5 PM

10 participants

- **Session 2**

7 – 9 PM

8 participants

The workshop featured a short presentation and facilitated small group discussions on the core planning themes. Illustrative concept maps, diagrams and precedent images were used to support discussion.

The workshop was widely advertised in print and on-line forums, as well as through street-level bold signs. People stopping by the pop-up open houses were also invited to attend the workshop. The workshops were open to all interested High River residents.

5.3. Drop-in Session

Bob Snodgrass Recreational Complex | Saturday, August 16, 2014

- 10 AM – 2 PM

Approximately 40 participants

The drop-in session allowed residents to review the core planning themes discussed at the workshop. The session was widely advertised in print and on-line forums, as well as through street-level bold signs. People stopping by the pop-up open houses were also invited to attend the drop-in session.

5.4. Project Blog and Online Comment Form

On-line | August 19 – 30, 2014

- Display material for on-line review
- On-line comment form to collect feedback
- 409 page views (concept design)
- 600 page views (all theme pages, combined)
- 27 comment forms completed

The project blog was updated to allow for the on-line review of display material, and to host an online comment form. The comment form provided a convenient way for residents to provide feedback on each core planning theme.

5.5. Board and Committee Engagement

The Planning and Renewal Advisory Committee (PRAC) has been actively involved throughout the duration of the project. A weekly meeting is held every Thursday to present updates on project progress, and seek input from committee members.

5.6. Engagement Monitoring

Participation levels through this engagement period were consistent with the visioning period. The pop-up open houses were the most successful for reaching a wide audience, and sharing information about project progress. These in-person events allowed the project team to connect directly with residents who may not have attended a workshop or drop-in session, ensuring that residents were provided with a number of opportunities to stay informed. Similarly, material posted online created a venue for people to review project information on their own time. Many people reviewed this online material, but did not necessarily provide comments or respond to questions. This could indicate that people were able to find the information they were looking for, and once their information needs were fulfilled, they ceased engagement.





HIGH RIVER DOWNTOWN AREA REDEVELOPMENT PLAN
Public Parking - On Street



HIGH RIVER DOWNTOWN AREA REDEVELOPMENT PLAN
Water

Water

- Water Main
- Water Service
- Water Treatment
- Water Distribution
- Water Collection
- Water Disposal

HIGH RIVER DOWNTOWN AREA REDEVELOPMENT PLAN
Land Use



HIGH RIVER DOWNTOWN AREA REDEVELOPMENT PLAN
Land Use





6. What We Heard – ARP Themes, Concepts and Solutions

Through the second engagement period, the project team sought feedback on core planning themes. Engagement was focused on two broad questions:

1. Are the concepts consistent with the vision and participants' expectations for Downtown redevelopment?
2. Are there any elements within each theme that should be kept, changed or revised?

A summary of feedback gathered on each theme is provided below. This feedback will be used to confirm plan direction, and as basis for developing policies that make up the Downtown ARP.

6.1. Land use and urban design

Five precincts are proposed to shape downtown redevelopment:

- Historical Downtown
- Centre Street
- Industrial Arts
- Garden Residential
- Public Services

Respondents generally support the precinct concepts, although there is some disagreement regarding the “main street” concept for Centre Street, and the townhome concepts within the garden residential precinct. Comments relating to specific precincts are summarized below.

Theme	What We Heard
General	<ul style="list-style-type: none">• Maximum of 3 stories is high enough, and keeps an intimate feel.
Historical Downtown	<ul style="list-style-type: none">• Only preserve buildings of reasonable heritage value.
Centre Street	<ul style="list-style-type: none">• Looks good.• Centre Street is a natural main street from the north, and anchored by the traffic circle in the south.• Like the idea of connecting Centre Street to 1st Street with parking stalls, walk ways and community-based structures.• Centre Street needs to be wide enough to accommodate the agriculture and trucking industries, and will be too narrow when lined with parking.• Centre Street should have a middle turn lane to maintain traffic flow.• No one will park along Centre Street to access downtown.
Industrial Arts	<ul style="list-style-type: none">• Will require diligence by administration and planning to implement.• Create live/work spaces
Garden Residential	<ul style="list-style-type: none">• Townhomes will add vibrancy to the downtown core..• Would prefer a continuous “green spine” the length of the corridor rather than townhomes.

6.2. Open space and recreation

Open space and recreation enhance the experience of Downtown, and provide spaces for social activity. Several different types of open space and recreation opportunities are proposed, ranging from civic nodes and parks, to urban agriculture and garden parking.

Respondents generally support the open space and recreation concept, in particular the emphasis on creating more pedestrian- and cycling-friendly spaces. Respondents suggest the following ideas for programming:

- CP Rail line as bike path in summer and cross-country skiing facility in the winter.
- Provide for a lot of green and opportunities to sit outside with patio space.
- Plant trees.
- Provide for a secondary pedestrian river crossing.
- Improve the pathway on future bridges.

6.3. Building form and character

Styles have been suggested for each of the five land use and urban design precincts, addressing issues such as signage, construction materials, parking, stepbacks and balconies, frontage and building height.

Respondents provided mixed feedback on the proposed building form and character. On the one hand, some respondents suggested that architectural guidelines should avoid being overly prescriptive, focusing instead on the quality of the design. On the other hand, some respondents indicated that the Town does not have a vision for the overall look of buildings, and that this would be welcome to discourage a built form that does not fit with the character of the Town.

In terms of architectural character, respondents would like to avoid artificial western-style design. One recommendation is to adopt a historic scale with brand-new infrastructure. Others suggest that the proposed garden residential built form is out of character with the Town, as are designs that look overly modern, such as the proposed museum expansion.





6.4. Culture

Culture is a key component for creating a vibrant downtown and spurring economic development. Quality spaces for cultural practitioners provide an environment where their work can thrive, and heritage is celebrated as a source of inspiration for future development.

Respondents support the overall vision for culture as an important part of downtown redevelopment, expressing that investment in cultural infrastructure is needed. Some ideas for cultural infrastructure are walkable venues that can accommodate different arts and culture programming, interpretive signage for municipally-designated heritage buildings, and the return of the library downtown. The need for improved maintenance of heritage buildings and murals was also raised. Additionally, respondents identified investment in cultural capital such as the need for a champion of culture, a dedicated management group, and a program to recognize local artists such as through street renaming.

Programming ideas were also suggested, including the development of a strategy to attract festivals throughout the year. Another idea is to expand the cultural offerings beyond a music scene to include theatre and arts events such as a fringe festival. One respondent also indicated that despite a large agricultural community in the surrounding regional area, there are no agricultural events within High River that celebrate agricultural producers.

6.5. Parking

A comprehensive strategy for parking would see the number of parking spots in the downtown increase by 16%, from 814 to 944. Parking spots will be integrated with green space, and the strategy would include new parking as well as the redesign of existing parking areas. Centre Street would feature parallel parking, with angle parking to accommodate events at Memorial Centre and George Lane Park.

Respondents continue to provide mixed feedback on the proposed parking concepts for downtown redevelopment. Many respondents view that changes to parking downtown will drive business away. The two main concerns are:

- Requiring customers to walk from a centralized parking area to their destination will discourage people from coming downtown, particularly in winter.
- Parallel parking is an impediment to large trucks and seniors, and results in the loss of too many parking stalls directly in front of businesses.

There is some support for the creation of a parkade, and support for the development of improved handicap parking and drop-off zones.

Some respondents support the proposed parking changes, and express the need for strategies to encourage residents to explore downtown as a pedestrian. Suggestions include clear rules and education to encourage compliance, the creation of a way finding strategy, and the exploration of other opportunities for “pocket parking stalls”.

6.6. Public realm

The public realm animates the Downtown, effectively turning spaces into places. The public realm is the interaction of land use, transportation and open space and recreation. Proposed improvements address quality of public spaces, connectivity, and mobility.

Respondents are generally supportive of the public realm concept, indicating that improvements will make the area more lively, pedestrian-friendly and an attractive destination.

Concerns remain over the following issues:

- Parking availability, and the change from angle parking to parallel parking in some areas.
- Narrow streets will be an impediment to large vehicles, in particular along Centre Street or accessing George Lane Park (RVs).
- Programming and sidewalk maintenance will be a challenge in the winter.

Additional ideas for the public realm plan include:

- Developing a strategy to recruit developers with a vision, such as McKenzie Town in Calgary.
- Lilac plantings, as the Town used to have many lilac bushes.
- Year-round programming so that spaces are active even in the winter.
- Secondary river crossing.
- Pedestrian crossing over Centre Street and along the river.
- New library location.
- Re-aligning and improving the landscape features of Highway 2A north of the river.
- Plant trees and vegetation and in the roundabout.
- Provide more public washrooms.





6.7. Summary

The feedback received through the second engagement period confirms the overall direction for the Downtown ARP. Comments suggest a generally good level of agreement with the core planning themes proposed for the ARP, and support for the overall vision and principles for downtown redevelopment. Parking continues to be a concern for some residents, underscoring the need for a parking strategy.

Comments also suggest that residents have begun thinking about plan implementation and enforcement. Downtown redevelopment is seen as critical for economic development, and some respondents have indicated that plan implementation could also include promotion and marketing strategies. For example, one suggestion is to promote the farmers' market and the artisans' market, and to work with downtown business owners to coordinate store hours and stay open later. Respondents have also suggested the need to continue addressing some of the on-going challenges of downtown revitalization, including encouraging displaced businesses to return to the downtown core and finding the right mix of businesses to activate the area.

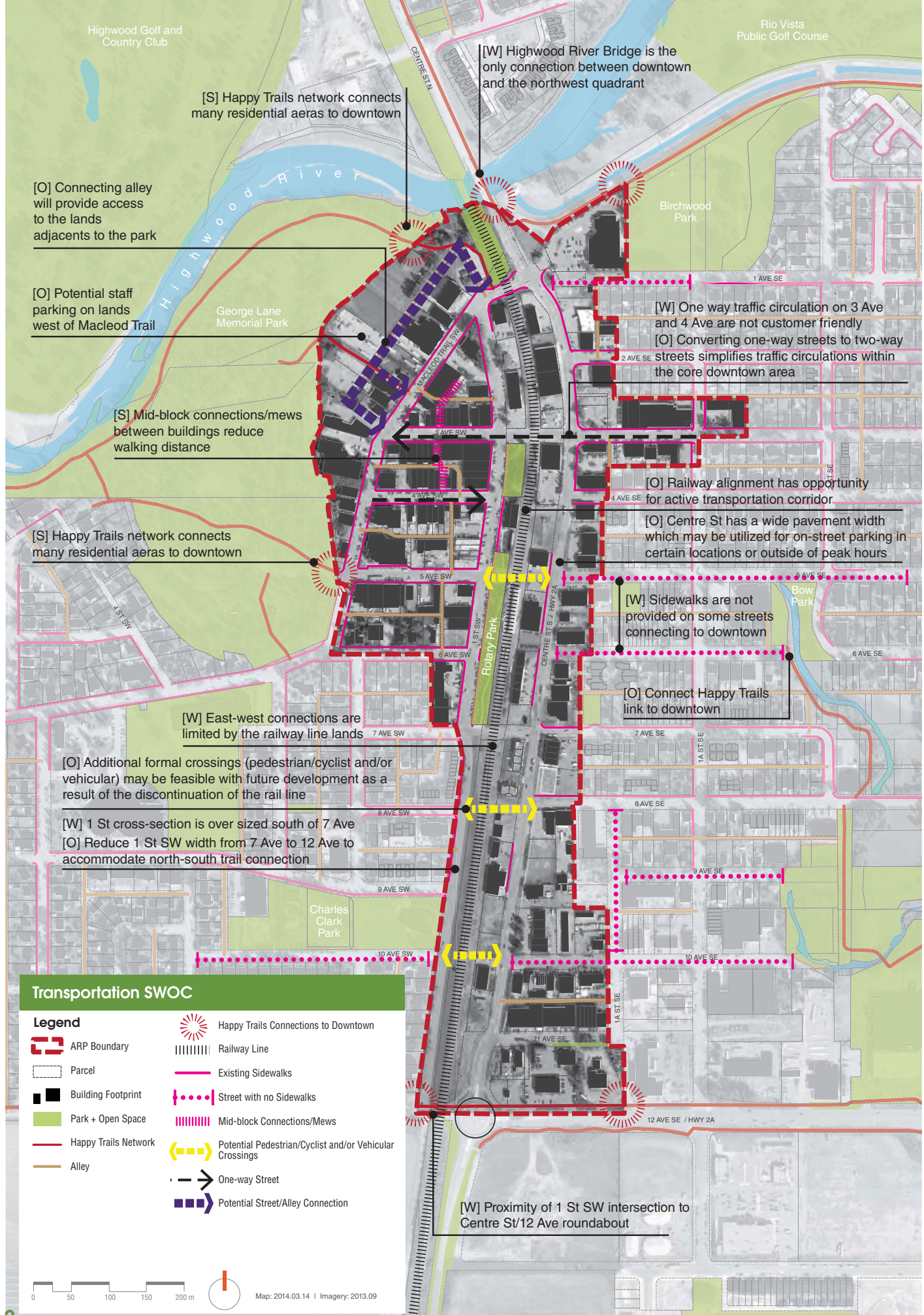


7. Next Steps

Based on feedback, the project team will elaborate the core planning themes into the policies that will make up the Downtown ARP. A draft plan will be prepared, and presented for public input at an open house planned for November 2014.

B. STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND CHALLENGES

The SWOC is comprised of a series of thematic mapping and analysis exercises used to identify the key issues likely impacting the downtown. The SWOC analysis was used to frame and inform public consultation discussions, support decision-making, and prioritize issues to be addressed by the ARP.



Transportation SWOC

Strengths

- Clear, well aligned street grid system provides for good levels of connectivity
- Ample off-street parking on private and public lots
- Happy Trails network connects many residential areas to downtown
- Mid-block connections/mews between buildings in the downtown core reduce walking distances
- Sidewalks and crosswalks are provided along much of the study area

Weaknesses

- East-west connections are limited by the railway lands
- The Highwood River bridge is the only connection between downtown and the northwest quadrant
- Sidewalks are not provided on some streets connecting to downtown
- One-way traffic circulation on 3 Ave and 4 Ave are not customer friendly
- A significant % of downtown parking is utilized by employees, not shoppers
- A significant % of downtown parking is utilized during events held at the Highwood Memorial Centre
- 1 St SW south of 7 Ave is too wide
- Proximity of 1 St SW intersection to Centre St/12 Ave roundabout constrains access to / from 1 St SW
- No regional transit system to knit the High River 'Hinterland' together

Opportunities

- Centre Street cross-section is wide enough to accommodate flexible uses (eg the pavement width could be used for on-street parking in certain locations or outside of peak hours)
- Additional formal rail line crossings (pedestrian/cyclist and/or vehicular) may be feasible with future development as a result of the discontinuation of the rail line
- Railway alignment could be used as an active transportation corridor
- Downtown angled parking removal will reduce the amount of space required for vehicles and allow for improvements to the public realm
- Converting one-way streets to two-way streets simplifies traffic circulation within the historical downtown area
- Connecting the alley west of Macleod Trail will provide access to the lands adjacent to George Lane Park
- Provide employee parking on lands west of Macleod Trail
- Consider underground parking for new development
- Revise the cross-section along 1 St SW north of 7 Ave to provide on-street parking and immediate pedestrian access to the historical downtown area
- Reduce 1 St SW width from 7 Ave to 12 Ave to accommodate north-south trail connection
- Connect Happy Trails (east) to downtown
- Provide additional pedestrian/cyclist connections across the Highwood River
- Location for a Bus Rapid Transit (BRT) Transit Oriented Development (TOD)

Challenges

- Future greenfield development will increase the distance between residents and downtown leading to heavier reliance on vehicles if transit or active mode infrastructure is not provided
- The removal of angled parking may require longer walking distances and increase the time spent looking for parking
- Planning and implementing a regional transit system that connects High River directly to Calgary and ensuring that the bus stops are strategically located to reinforce the CBD
- Uncertainty around future use of CP lands
- Encouraging greater use of active transportation modes (cycling, walking) and relying less on vehicle travel for certain types of trips
- Parking management to solve competing employee/ consumer/event parking needs

Highwood Golf and Country Club

Rio Vista Public Golf Course

[O] Built form interface along east edge of George Lane Park is an opportunity to create a vibrant park interface

[O] New bridge provides gateway opportunity

Birchwood Park

[W] Large surface parking lots both side and front yard creates disjointed urban fabric

[W] Existing one way streets in CBD have stifled commercial activity and discouraged the development of a cohesive public realm

[O] Reinforce the historical downtown as a mixed use vibrant centre

[O] Encourage building openings on mews into the downtown core

[S+O] Block dimensions and laneway orientation enable excellent redevelopment opportunities for intimate scaled residential building with retail ground levels creating a mix of housing types in the CBD

[S] Strong east-west connection

[O] Closure of rail line provides an opportunity to stitch the urban fabric together - potential of mixed use development of public and private interests

[O] Rethink Centre St as a main street

[C] Lot consolidation likely required for significant redevelopment

[C] Interface between residential and non-residential uses

[O] Reduce 1 St SW width and create promenade to connect Rotary Park to Happy Trails link along 12 Ave

[S] Animated node of light industry and arts activity

[O] Create incubators and live/work spaces in the industrial arts area

[O] Critical location for gateway architecture

Urban Design + Planning SWOC

Legend

ARP Boundary

Parcel

Building Footprint

Park + Open Space

Happy Trails Network

Laneway/Mews

CP Lands



Distinct Gateway



Other Gateway



Potential Signature Architecture



Mid-block Connection/Mew



One-way Street



Park Interface



Greenway/Green Spine



Important Views

0 50 100 150 200 m

Map: 2014.03.14 | Imagery: 2013.09

Urban Design + Planning SWOC

Strengths

- Proximity to the Highway 2 / CANAMEX corridor
- Location on the cusp of the prairies and foothills/Mountains – two economic and recreational zones serving three different community types: town/city, rural-ranching, and rural-farming
- Attractive physical location for a town centre – river and creeks, parkland and pathways, urban forest
- Strong sense of place within the historical district
- Number of important heritage buildings that start to define a vernacular architecture
- Excellent historical context with distinctive character – heritage without ‘preciousness’
- Ample land for town centre growth and development – serviced brown and greyfield sites
- Relative ‘compactness’ of the grid - pedestrian oriented
- Strong east-west connection across 3 Ave
- Centre St/1 St SW corridor can accommodate large footprint development opportunities
- New underground utilities and public realm improvements with increased service capacity provides for long-term development opportunities
- ARP area can accommodate the development of a range of building typologies and uses
- All services and amenities required for people to live, work and play in the downtown are available
- Land-use bylaw limits on commercial floor area ensure a good mix of local, small-scale enterprises
- Animated node of light industry and arts activity in SE corner of study area

Weaknesses

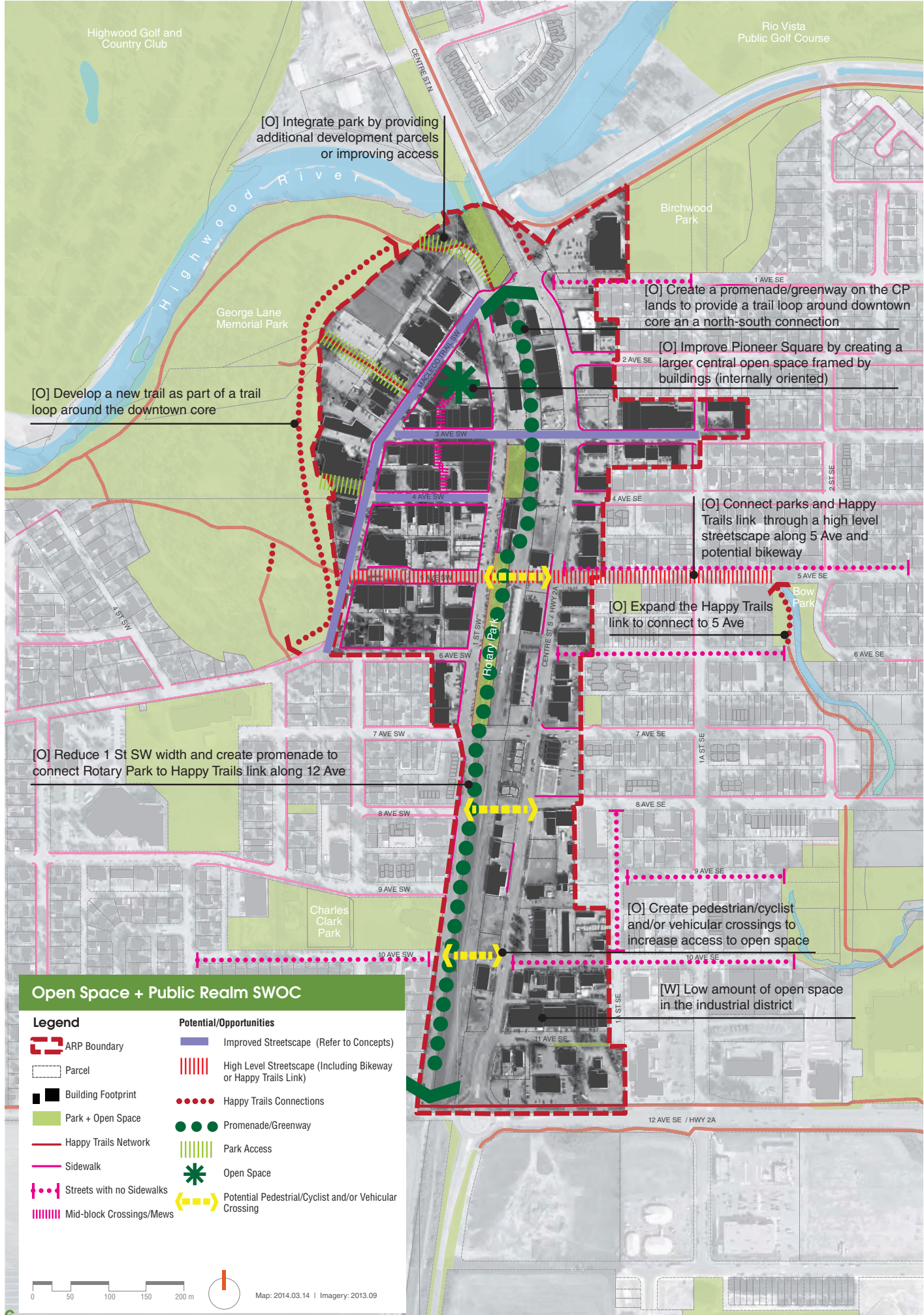
- No sense of entry or orientation to historical downtown
- Limited evening activities
- Large surface parking lots on both side and front yards create disjointed urban fabric
- Limited residential uses in the study area - constrains available downtown housing options for the full demographic and economic spectrum of residents and future residents
- Existing one way streets in CBD have stifled commercial activity and discouraged the development of a cohesive public realm
- Centre St / Hwy 2a is a high speed regional artery - limits fine grained commercial and mixed use development
- Outside storage in the industrial arts precinct is largely unscreened
- Significant legal non-conforming residential uses east of the industrial arts precinct limits opportunities for redevelopment
- Redundancy of 1 St SW and Centre St causes awkward parcel dimensions

Opportunities

- Critical locations for gateway architecture - signals entrance to historical downtown (e.g. at Centre St and 12 St, and at the bridge over the Highwood River)
- New bridge provides gateway opportunity
- Block dimensions and laneway orientation create excellent redevelopment opportunities for intimate scaled residential buildings with retail ground levels creating a mix of housing types in the CBD
- Encourage building openings on mews into the downtown core
- Integrate George Lane Park into the Downtown by providing additional access to the park through the creation of development of parcels north-west of Macleod Trail
- Establish downtown as an attractive retail, dining and entertainment destination to serve both local residents and visitors
- Create architectural guidelines to ensure new development positively contributes to the sense of place
- Provide a variety of housing options and tenures
- Create incubators and live/work spaces in the industrial arts area
- Closure of rail line provides an opportunity to stitch the urban fabric together - potential for mixed use development of public and private interests
- Flood damaged buildings in the CBD offer replacement and renovation opportunities to refresh the building stock and enhance the mix uses in core

Challenges

- Encourage mixed use in the historical
- Encourage synergistic use of clustering to create an authentic and viable destination
- Ensure contextual development on study area’s residential edges
- Lot depth of parcels backing onto CP lands limits development potential
- On-site parking will be a challenge on small lots
- Water table may make underground parking costly or impractical
- Potential contamination along railway line corridor
- Re-designate/rethink some of the land-use zoning districts



Open Space + Public Realm SWOC

Strengths

- Downtown is adjacent to George Lane Park, Birchwood Park, and the Highwood River
- Pioneer Square and Rotary Park within the downtown core
- Mid-block crossings (pedestrian mews) create intimate spaces away from busy streets
- George Lane Park offers a wide range of activities which attract visitors downtown
- Existing ROW is wide enough to allow for public realm improvements, especially 1 St and Centre St

Weaknesses

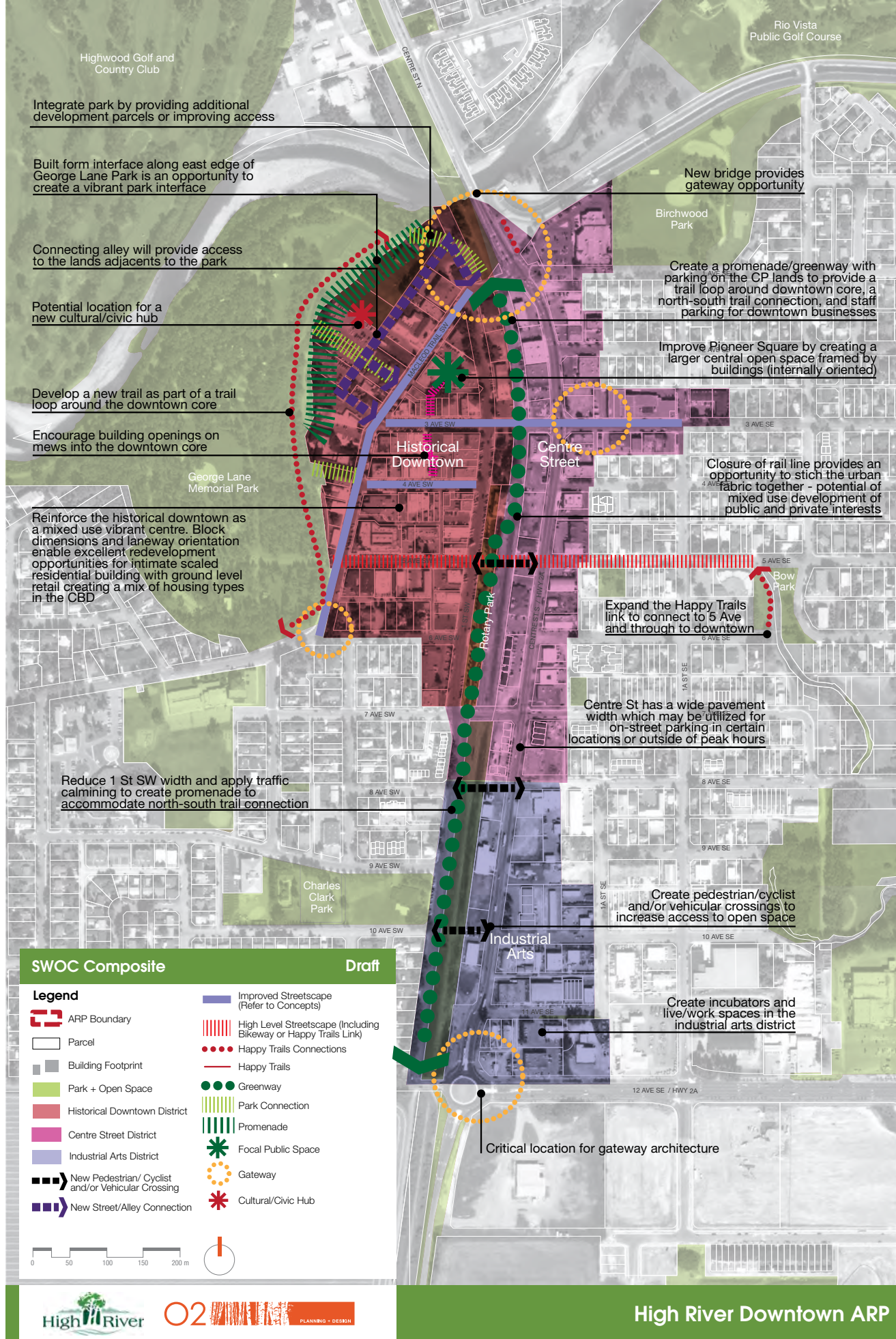
- George Lane Park and Birchwood Park could be better integrated into the downtown
- No direct animation onto George Lane Park or Rotary Park - parks are edged by back yards
- Low amount of, or access to, open spaces in the industrial district
- Little urban forestry canopy cover within the downtown core
- Weak pedestrian environment along Centre St, and 1 St SW south of 7 Ave
- Intersection of Macleod Trail and 1 Ave is not pedestrian friendly

Opportunities

- Improve Pioneer Square by creating a larger central open space framed by building (internally oriented)
- Connect surrounding area parks / Happy Trails to downtown using a 'High Level' streetscape along 5 Ave, including a potential bikeway or Happy Trails link
- Expand the existing Happy Trails link to 5 Ave
- Develop a trail along the east edge of George Lane Park as part of a trail loop around the downtown core
- Create a promenade/greenway on the CP lands as part of a trail loop around downtown core, and to create a north-south connection
- Create a vibrant relationship between George Lane Park and the downtown by introducing a built form interface along east edge of the park to animate the space
- Reduce 1 St SW width (between 7 Ave and 12 Ave) and create promenade to connect Rotary Park to Happy Trails along 12 Ave
- Create pedestrian/cyclist and/or vehicular crossings of the CP land to increase access to open space, especially for the industrial district (@5 Ave, 8 Ave, and 10 Ave)
- Redesign of Macleod Trail, 3 Ave SW, and 4 Ave SW allows for retail and restaurant spill out activity and the integration of street trees
- Create flexible park spaces for programmed and passive activities

Challenges

- Create additional open spaces within the ARP boundary
- Connect George Lane Park to downtown
- Fund retrofit streets outside of historical district
- Acquire lands to facilitate new east-west crossings at 5 Ave, 8 Ave, and 10 Ave
- Restore green space on the corner of 1 St SW and 3 Ave SW



C. PARKING STRATEGY



High River Downtown ARP Parking Study

Final Report

Prepared for: Town of High River

Date: December 19, 2014

Prepared by: Bunt & Associates Engineering (Alberta) Ltd.

Permit No.: P 7694

Project No.: 1151-09



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EXECUTIVE SUMMARY

i. Introduction and Study Objectives

In February 2014, the Town of High River selected the project team lead by O2 Planning + Design Inc. to undertake the preparation of the Downtown Area Redevelopment Plan (ARP). The Downtown ARP is a plan that outlines the land use strategies for downtown over the next 30 years. As part of the preparation of the ARP, a need was determined to review parking issues and the potential impacts associated with future growth/development within the Downtown area. As such, the intent of this Parking Study is to provide the Town with input and direction regarding the development of a comprehensive parking strategy for the Downtown area. The scope of the project included the following tasks:

- Undertake a comprehensive field survey exercise to collect and assimilate parking demand patterns within the Downtown area.
- Evaluate parking management implications associated with the current/future conditions within the Downtown area.
- Identify emerging issues and develop a comprehensive parking strategy that responds to the issues and opportunities identified based on the results of the emerging issues assessment.
- Develop policy recommendations and implementation strategy.

ii. Key Findings

Existing Conditions

- The existing (pre-flood) parking supply in the study area is 2,239 stalls of which 38% are public (670 on-street and 172 off-street stalls) and 62% are private (1397 stalls). The highest utilization of existing parking spaces occurs in the Downtown Central Business District (CBD), while the lowest utilization occurs south of 7 Avenue.
- The existing peak demand occurs on a weekday, which considering the current mixture of land uses (i.e., employee based), is consistent with the expectation for downtown. With this in mind, there are opportunities to introduce land uses that would utilize some the existing parking inventory, specifically during the evenings and weekends.
- Public on-street stalls experienced the highest demand (421 vehicles – 62.8% occupied) followed by public off-street stalls (81 vehicles – 47.1% occupied), while private off-street stalls experienced the lowest demand (522 vehicles – 30.6% occupied). The low usage of public off-street facilities may suggest some long-stay parkers (employees) are parking on-street. To improve turnover and ensure available supply for short-stay parkers (customers, visitors), parking restrictions may be required to prevent long-stay parking on-street in areas experiencing high utilization.

- The results of the parking needs assessment generally confirmed there is a sufficient amount of parking for the current land use mixture if the whole Downtown were considered together. In other words, additional parking spaces are not currently required for existing uses in the downtown area.
- Overall parking demand in each zone does not currently exceed practical supply thresholds. However, certain streets within the North West and Central West zones do exceed practical supply thresholds. This could become amplified in the future if densification occurs in these zones without an implemented parking management strategy. The results of the existing parking needs assessment generally confirmed there is a sufficient amount of parking for the current land use mixture if the whole Downtown were considered together. In other words, additional parking spaces are not currently required for existing uses in the downtown area. Time limit restrictions may be required to ensure turnover of short-stay spaces.

Redevelopment Concept

- Within the study area, the redevelopment concept proposes an increase residential floor area from 2,975 m² to 82,944 m² and commercial floor area from 66,622 m² to 148,853 m² (137,253 m² business + 11,600 m² civic). These increases would result in a significant intensification of Downtown High River.
- As part of the redevelopment concept, the total public parking supply will increase from an existing supply of 842 stalls (practical supply of 734 stalls) to a future supply of 1,033 stalls (practical supply of 909 stalls) in the study area. Practical supply includes lower occupancy thresholds (85% on-street and 95% off-street) that take into consideration spaces that are not usable due to improper parking, the affects of snow clearing, and the potential frustration that can occur for parkers having difficulties to easily find an available stall when trip durations are short.
- While the study area public parking supply will increase, the combined public parking supply in the North West and Central West zones (Downtown CBD) will decrease from a total of 693 stalls (practical supply of 607 stalls) to 606 stalls (practical supply of 543 stalls).
- With the redevelopment of the CP lands and permitting on street parking on Centre Street, approximately 329 spaces could be provided to the general public.
- The redevelopment concept expects approximately 977 residential units, which require 1,222 residents' stalls and approximately 99 visitor stalls. Resident parking is expected to be accommodated off-street in private stalls, while residential visitor demand is expected to be accommodated on-street.
- Full commercial redevelopment of the downtown could increase demand from the existing 1,024 stalls to 2,081 stalls. Based on empirical data, the parking demand could increase to 2,409 stalls. The bylaw requirement could increase from approximately 2,100 to 4,500. Clearly, the bylaw requirement is excessive and not compatible with the observed parking demand or those estimated from industry

literature. The best strategy is to provide parking based on a mixture of observed demand at the Town and experiences at other similar municipalities.

- The analysis confirms that if existing private supply remains unchanged, an overall commercial stall surplus will occur in most zones. This analysis assumes the ability to share private supply between uses and that all residential demand is accommodated in new private parking. Shortfalls in the South Zone would need to be accommodated on-site with new private parking supply. However, in the Downtown CBD (North West and Central West Zones), the ability to add private parking supply is limited. This area could experience a shortfall of 16 stalls assuming the existing private parking supply remains unchanged. If all private parking in the area were removed, the shortfall could increase to 497 stalls. The expectation is that some private parking will be removed with the development of surface parking lots and densification. Under a scenario with half of existing private stalls removed, the ultimate shortfall in the 2 zones may be in the range of approximately 260 stalls ($238+16=254$). However, parking surpluses exist in the South, North East and Central East zones. Therefore, some users destined to the North West and Central West zones may park in other zones, which could reduce the overall parking need for the Downtown CBD.
- It is noted that if the development of the future parking supply is not achieved and/or is limited (specifically within the CP lands (84 spaces) and along the Centre Street Corridor (245 spaces)), the parking shortfall will be further exacerbated (i.e., the parking shortfall could increase to approximately 583 stalls) and may induce impacts in the nearby residential areas and/or encourage illegal parking on private lands (i.e., commercial lands). With this in mind, the conditions of success will be highly dependent on the Town's ability to provide the future parking supply. Otherwise, the development of larger/multiple parking structures and/or provisions for extensive transit service may be required to accommodate the proposed ARP land uses.
- It is estimated that approximately 50% of total future parking demand will be related to short-stay parking in the North West and Central West zones. Therefore, the future short-stay demand in the combined North West and Central West zones could be in the range of 450-536 stalls. The total practical public supply in these zones is 543 stalls. The large short-stay demand estimates under the redevelopment concept suggests most on-street parking spaces should be utilized for short-stay users. To ensure short-stay spaces are available on-street requires the introduction of time limit restrictions within the North West and Central West zones to deter long-stay parking from occurring on-street.

iii. Recommended Parking Strategy

Short Term Parking Strategy

- Optimize parking supplies that currently exist in lanes and on-site at existing developments.
- Encourage shared-parking between property owners.

- Introduce 2 hour parking limits on certain streets in the Downtown Central Business District. As part of the parking time limit restrictions, by-law enforcement is required to ensure parking limits are heeded, which in turn promotes higher turnover. This will also set the stage for other parking management alternatives (e.g., paid on-street parking).
- Consider implementing either a cash-in-lieu fee or a benefit assessment Bylaw fee to be collected monthly for either a finite or indefinite period of time. These could be used for a variety of purposes and not limited to the construction of new off-street stalls.
- If not previously accounted for, update the Town's Infrastructure Master Plan (IMP) to confirm the ability of the road network as well as other infrastructure facilities to accommodate the proposed redevelopment concept densities.
- Review and develop a traffic management strategy to accommodate the expected land use densities and ensure that the strategy aligns with the IMP.
- Undertake a comprehensive review of the Bylaw minimum parking requirements to ensure the bylaw requirements correspond to expected demand, which includes the establishment of appropriate parking demand ratios for land uses.
- Consider abolishing the Bylaw requirements in the Downtown Area and permit developers or businesses to provide as many spaces as they wish to service their land uses, or to provide none. The Town may request the developer or businesses to submit a parking impact study to support the proposed land use application.

Long Term Parking Strategy

- Identify future sites where central pooled parking facilities could be developed to accommodate up to 260 additional stalls within walking distance of the Downtown Central Business District (CBD). A 2-3 level above-grade structure may be required if all 260 additional stalls were provided in single location. If the either CP Lands and/or the Centre Street corridor are deemed to be not viable areas for parking, it is recommended that the Town make provisions for 583 additional stalls for the CBD.
- It is recommended that the Town continue to implement other Transportation Demand Management (TDM) techniques (such as upgrades to trails, sidewalks, bike lanes, transit, etc.) to encourage the use of alternative modes and to promote a more walkable community within the Downtown.
- Continue to allow shared parking analysis in determining bylaw parking requirement for mixed-use sites.
- Establishment a Parking Authority to implement parking strategies including the introduction & enforcement of on-street parking time limits, development of additional parking facilities, and potential future introduction & enforcement of on-street market pricing.

- Although not generally supported by the public, it is suggested the Town of High River work towards instituting market pricing for the on-street parking supply if redevelopment occurs to the densities envisioned. Market pricing requires enforcement to ensure turnover occurs and short-stay spaces are available for users.

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1. INTRODUCTION

1.1 Context

In February 2014, the Town of High River selected the project team lead by O2 Planning + Design Inc. to undertake the preparation of the Downtown Area Redevelopment Plan (ARP). The Downtown ARP is a plan that outlines the land use strategies for downtown over the next 30 years. As part of the preparation of the ARP, a need was determined to review parking issues and the potential impacts associated with future growth/development within the Downtown area. As such, the intent of this Parking Study is to provide the Town with input and direction regarding the development of a comprehensive parking strategy for the Downtown area.

1.2 Study Objectives

The objective of this study is to review previous and future parking arrangements and the need for a parking strategy for the Downtown area, assess the effectiveness of previous arrangement, propose new strategies to address any future shortcomings identified in the analysis, and propose a comprehensive parking strategy that is implementable.

The scope of the project included the following tasks:

- Review previous and existing documents including but not limited to municipal development plans, the land use bylaw, current engineering specifications, and other long range planning documents.
- Undertake a comprehensive field survey exercise to confirm the existing parking supply of on-street and off-street parking in the study area.
- Identify emerging issues. This would include the assessment of the future parking conditions based on anticipated growth and development. The results of this assessment would identify constraints and residual capacity locations, and form the basis for determining the necessary improvements to accommodate the future parking demand.
- Develop a comprehensive parking strategy that responds to the issues and opportunities identified based on the results of the emerging issues assessment,
- Develop policy recommendations and implementation strategy.

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2. BACKGROUND DOCUMENTATION

The first task in the identification of parking related issues was a comprehensive review of available documents. These documents are outlined below.

1980 Downtown Parking Study

The 1980 High River Downtown Parking Study recommended parking lot improvements and increased regulation of existing parking spaces. At the time, the study confirmed approximately half of vehicle stalls supplied in the Central Business District were available during the peak, but a perceived parking problem was noted based on the needs of shoppers to park as close as possible to their destination. The study recommended long-term users (employees) should park on the perimeter of the downtown area to improve the availability of on-street spaces for short-term users (customers, visitors).

1982 Transportation Study

The 1982 High River Transportation Study encouraged the elimination of angle parking in the downtown area as part of a number of measures to increase traffic flow efficiency.

Urban Development Potential Study

In 2009, the Town of High River commissioned Coriolis Consulting Corp. to complete an Urban Development Potential Study to understand how much urban development might occur in High River and what this potential growth might mean for future land use patterns.

Of the existing (2008) commercial floor space in High River, the study determined 70% of retail/service floor space, 76% of office floor space, and 10% of hotel/motel floor space is located in the downtown area. It was expected that the existing downtown/non-downtown ratios could continue into the future as there is significant space that can still be developed in the downtown area.

Based on floor spaces in 2008, it was determined the commercial floor space breakdown in downtown was approximately 56% retail/service, 40% office, and 4% hotel/motel.

Land Use Bylaw

The Town of High River Land Use Bylaw (4306/2011) regulates and controls the use and development of land and buildings in the town. The document provides minimum vehicle parking requirements. The document also allows the Development Authority to allow two or more developments to share parking spaces. Within the Downtown Central Business District (CBD), the bylaw does not have any bylaw parking requirements for changes of use of existing buildings.

Infrastructure Master Plan

The Infrastructure Master Plan prepared in 2011 by ISL Engineering and Land Services. The document identifies a future requirement to upgrade Centre Street to a 4-lane cross-section to accommodate expected peak hour traffic vehicle volumes. As such, the Downtown ARP needs to consider the future need for a 4-lane cross-section on Centre Street, which could also allow for off-peak on-street parking.

George Lane Park Review

In 2011, the Town of High River prepared the George Lane Park Review report. The park borders part of the Downtown ARP boundary. The report recommended the installation of new asphalt surface in new parking lots and bays.

Inter-municipal Development Plan

The Inter-municipal Development Plan (IDP) describes a future vision for development that is shared between the Town of High River and the Municipal District of Foothills No. 31. The document identifies Centre Street as a significant transportation route in the IDP plan area.

Town Plan & Growth Management Strategy

The High River Town Plan (January 2013) identifies a goal of “encouraging the continued growth and intensification of the downtown area as a vibrant mixed-use centre that is the focal point of the community and is an attractive place to shop, work, live and play.” The plan identifies a policy to prepare a strategy for managing parking in the downtown area. The plan also identifies a policy to review the parking and loading standards in the Land Use Bylaw to determine if they meet current expectations and amend the Bylaw if appropriate.

The High River Growth Management Strategy (September 2012) was appended to the Town Plan in January 2013. The strategy identifies a recommended growth management and land use framework for High River. As part of Complete Streets recommendations, the strategy recommends the provision of clearly demarcated on-street parking be provided when re-designing or re-developing existing roadways.

These documents provided the general direction on existing and future parking concerns within Downtown High River.

3. PARKING CONDITIONS

The assessment of the existing parking conditions forms the basis for understanding the parking patterns and associated problems. In this case, the existing parking condition refers to the location of parking spaces (before construction began on phase 1 of the ARP), ingress and egress conditions at off-street parking facilities, parking restrictions, and parking enforcement. In order to assess existing conditions, existing space utilization was determined.

The study area is generally defined as the George Lane Park and Highwood River to the north, George Lane Park and 1 Street SW to the west, commercial property boundaries east of Centre Street to the east, and 12 Avenue to the south. For the purposes of this analysis, the downtown study area is divided into 5 zones (North West, Central West, South, North East, and Central East). The study area is illustrated in **Exhibit 3.1**.

3.1 Existing Parking Inventory

An inventory of public on-street and off-street parking spaces was completed to gain an understanding of the number of spaces, the location of these spaces, and the form of parking control. As part of the parking inventory assessment, all available spaces that were situated in public parking facilities were counted, which included the surface lots, and on-street curb parking¹. Additionally, an inventory of private parking lots was completed within the study area. The on-street and off-street parking supply is listed in **Appendix A**. The existing available parking spaces in the study area is summarized in **Table 3.1** and illustrated in **Exhibit 3.2**.

Table 3.1: Existing Parking Supply

Zone	Public On-Street Supply	Public Off-Street Supply	Private Off-Street Supply
North West	135	144	176
Central West	386	28	300
South	102	0	323
North East	20	0	315
Central East	27	0	283
Total	670	172	1397

As can be seen from Table 3.1, there are 670 public on-street spaces, 172 public off-street spaces and 1397 private off-street spaces. The total existing supply within the study area is 2,239, with 38% being public and 62% being private.

¹ The number of on-street parking spaces was estimated by dividing available parking spaces by 7 metres. The length of a parallel parking space is approximately 7 metres.



Exhibit 3.1

Study Area

High River Downtown ARP
September 2014 Scale NTS



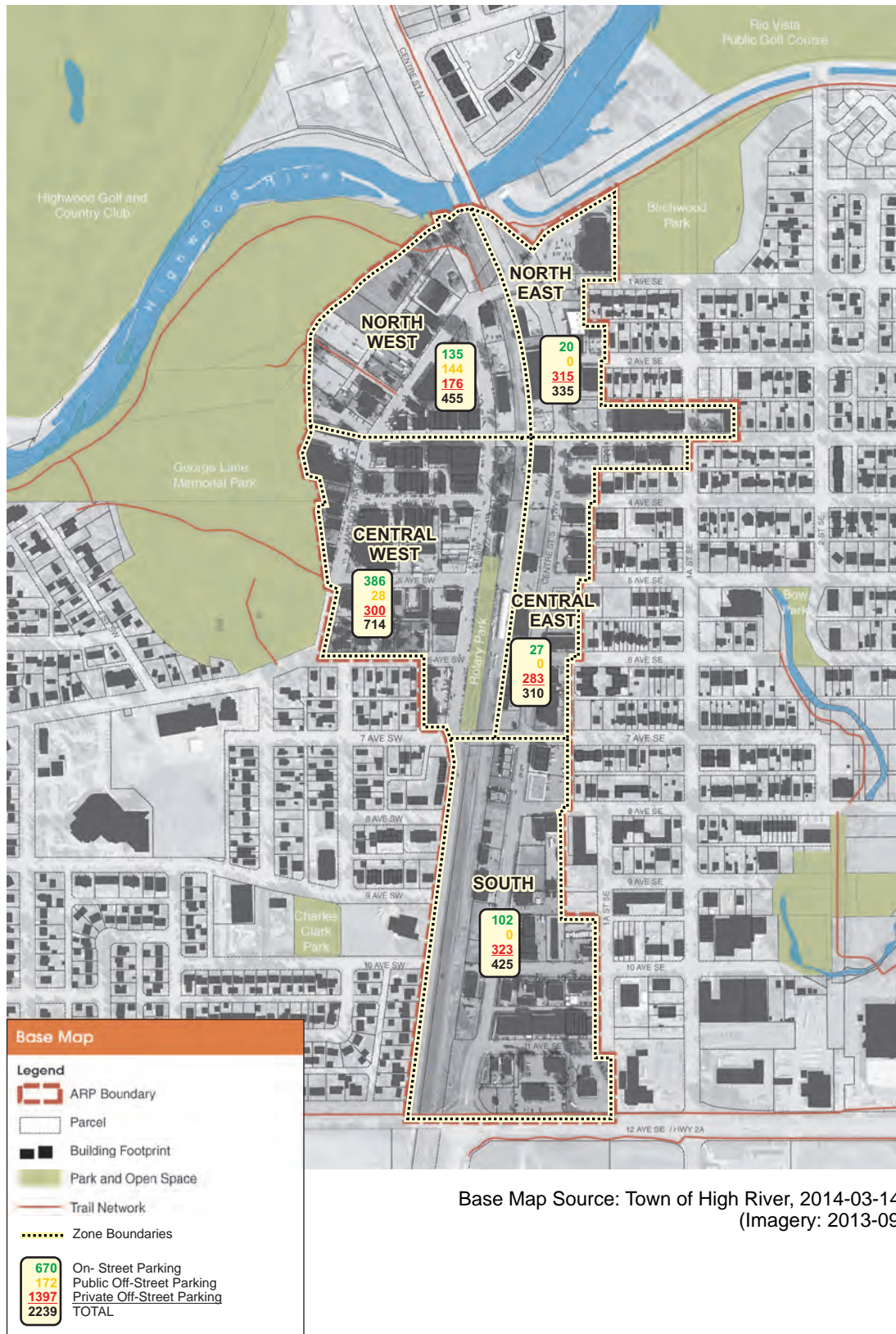


Exhibit 3.2

Previous Parking Supply

High River Downtown ARP
September 2014 Scale NTS



The vast majority of downtown High River public on-street and off-street parking stalls do not have posted time restrictions. A signed 2-hour parking limit zone is specified for small number of on-street stalls on the west side of Macleod Trail south of 4 Avenue SW.

3.2 Existing Parking Occupancy

To evaluate the existing parking conditions, Bunt & Associates conducted a review of on-street and off-street parking facility utilization. Typically, existing parking counts are completed to establish a base parking demand and relate this demand to current uses in the area. However, at the time of the study, many businesses were closed as a result of flood damage and therefore parking counts if physically completed would understate actual parking demand. Therefore, a review of satellite imagery was completed to confirm previous demand in the area and understand locations where higher utilization occurs. Specifically, imagery was reviewed that was taken on the following days:

- July 18, 2002 (Thursday)
- August 28, 2002 (Wednesday)
- September 3, 2011 (Saturday)
- June 28, 2012 (Thursday)
- December 18, 2012 (Tuesday)
- 2 undated captures from 2011

The primary objective of the review was to establish the existing parking demand and to ascertain the different utilization characteristics for on-street and off-street parking spaces situated within the defined study area. Of the dates reviewed, the peak parking demand observed occurred on June 28, 2012 (Thursday). The observed parking demand is summarized in **Table 3.2**.

Table 3.2: Existing Parking Demand – June 28, 2012

Zone	Public On-Street			Public Off-Street			Private Off-Street		
	Demand	Supply	% of supply	Demand	Supply	% of supply	Demand	Supply	% of supply
North West	74	135	54.8%	60	144	41.7%	56	176	31.8%
Central West	300	386	77.7%	21	28	75.0%	160	300	53.3%
South	24	102	23.5%	0	0	-	107	323	33.1%
North East	12	20	60.0%	0	0	-	116	315	36.8%
Central East	11	27	40.7%	0	0	-	83	283	29.3%
Total	421	670	62.8%	81	172	47.1%	522	1397	30.6%

The key findings of the demand observations are summarized here:

- The highest parking utilization is observed to occur in the Central West zone while the lowest parking utilization was observed to occur in the South zone.
- The peak demand occurs on a weekday, which considering the current mixture of land uses (i.e. employee based), is consistent with the expectation for downtown. With this in mind, there are opportunities to introduce land uses that would utilize some the existing parking inventory, specifically during the evenings and weekends.
- Public on-street stalls experienced the highest demand followed by public off-street stalls, while private off-street stalls experienced the lowest demand. Typically, on-street stalls experience the highest demand given their closer proximity to intended destinations when compared to public off-street stalls. The low usage of public off-street facilities may suggest some long-stay parkers (employees) are parking on the street. To improve turnover and ensure available supply for short-stay parkers (customers, visitors), parking restrictions may be required to prevent on-street long-stay parking in areas experiencing high utilization. The private off-street stalls experience the lowest demand and utilization as many of these facilities are tied to a single use, which prevents their ability to be used or shared by others when they are vacant. The ability to share these stalls between uses would improve practical parking availability in the downtown area.

3.3 Existing Parking Needs Assessment

A detailed parking needs assessment was completed to determine whether-or-not the current parking supply adequately accommodates existing parking demand. In assessing the existing parking supply and the associated demand as they relate to potential deficiencies of stalls, a practical capacity threshold was established. For short-stay parking (in this case, the on-street spaces), the threshold occupancy value is set at approximately 85 percent. This threshold value takes into consideration spaces that are not usable due to improper parking or the affects of snow clearing. It also considers the potential frustration that can occur for parkers having difficulties to easily find an available stall when trip durations are short. For parking facilities that cater to longer-stay parkers, the threshold practical value can be in the order of 95 percent. This threshold value can also be set to a mid-point of 90 percent where the parking facility tends to serve both short and long-stay parkers.

Three observations may indicate that deficiencies exist:

- Large number of illegally parked vehicles.
- Large number of vehicles parked at significant distances from primary parking generators.
- High parking occupancy levels which occur for long periods of the day and/or where maximum accumulations reach the point of maximum capacity.

Based on the existing parking demand previously estimated in Table 3.2 and practical supply thresholds, the key findings of the analysis are summarized here:

- Overall parking demand in each zone does not currently exceed practical supply thresholds. However, certain streets within the North West and Central West zones do exceed practical supply thresholds. This could become amplified in the future if densification occurs in these zones without an implemented parking management strategy.
- The results of the parking needs assessment generally confirmed there is a sufficient amount of parking for the current land use mixture if the whole Downtown were considered together. In other words, additional parking spaces are not currently required for existing uses in the downtown area. Time limit restrictions may be required to ensure turnover of short-stay spaces.

3.4 Future Parking Demand

3.4.1 Future Parking Supply

An inventory was completed to confirm future public parking supply in the Downtown ARP based on the proposed Downtown ARP. The changes proposed to the public parking supply in the downtown area include the following:

- Redesign of public off-street facility in the North West Zone (next to George Lane Memorial Park) to increase supply to 128 stalls;
- Redesign of 3 Avenue, 4 Avenue and 5 Avenue SW that includes the conversion of existing angle parking stalls to parallel parking stalls to provide wider sidewalks. Some angled parking stalls are retained on 5 Avenue SW;
- Redesign of Macleod Trail that includes the conversion of existing angle parking stalls to parallel parking stalls between 1 Street and 4 Avenue SW.
- Addition of angled parking stalls on the west side of Macleod Trail between 5 and 6 Avenue SW;
- Conversion of existing angle parking stalls on the west side of 1 Street SW to parallel parking stalls;
- Addition of curb extensions at intersections in the North West and Central West zones to reduce pedestrian crossing distance, which results in the loss of some on-street parking stalls;
- Creation of a north-south lane along the old CP railway ROW with new off-street parking facilities;
- Redesign of the off-street parking facility north of the Museum of Highwood; and
- Addition of on-street parallel parking on Centre Street.

With consideration of these changes, the future parking supply is summarized in **Table 3.3**. Practical supplies are calculated based on 85% on-street and 95% off-street occupancy thresholds.

Table 3.3: Existing vs. Future Public Parking Supply

Zone	Existing – Public Supply				Downtown ARP Proposed – Public Supply			
	On-Street	Off-Street	Total Supply	Practical Supply	On-Street	Off-Street	Total Supply	Practical Supply
North West	135	144	279	252	70	194	264	244
Central West	386	28	414	355	260	82	342	299
South	102	0	102	87	231	33	264	228
North East	20	0	20	17	46	0	46	39
Central East	27	0	27	23	117	0	117	99
Total	670	172	842	734	724	309	1,033	909

The total public parking supply will increase from an existing supply of 842 stalls (practical supply of 734 stalls) to a future supply of 1,033 stalls (practical supply of 909 stalls) in the study area, which represents a net increase of 191 stalls. It is noted that the total public parking supply includes the redeveloped CP lands and assumes that Centre Street would be utilized for public on-street parking. Approximately 329 public parking spaces would be provided within the redeveloped CP lands (84 spaces) and along the Centre Street corridor (245 spaces).

That said, the combined public parking supply in the North West and Central West zones (Downtown CBD) will decrease from a total of 693 stalls (practical supply of 607 stalls) to 606 stalls (practical supply of 543 stalls).

3.4.2 Future Land Forecasts

Existing and redevelopment concept floor area estimates were prepared by O2 Planning + Design based on the anticipated Downtown area floor space demand from the Town of High River's Economic Development Strategy. The redevelopment concept statistics are assigned into residential, business (office, retail, restaurant, industrial, etc.) and other (civic, hotel, etc.) gross floor areas. These statistics were amalgamated into the analyzed zones and are summarized in **Table 3.4**.

Table 3.4: Residential/Business Floor Area Estimates for Downtown ARP (square metres)

Zone	Existing		Redevelopment Concept Estimate		
	Residential GFA	Business GFA	Residential GFA	Business GFA	Other GFA
North West	847	12,445	16,636	18,586	4,710
Central West	1,620	22,907	26,138	25,960	5,920
South	508	12,567	11,604	63,222	0
North East	0	8,601	7,775	16,743	0
Central East	567	10,102	20,791	12,742	970
Total	2,975 m² (32,022 ft²)	66,622 m² (717,113 ft²)	82,944 m² (892,802 ft²)	137,253 m² (1,477,379 ft²)	11,600 m² (124,861 ft²)

The Urban Development Potential Study completed by Coriolis Consulting Corp. found the commercial floor space breakdown in downtown was approximately 56% retail/service, 40% office, and 4% hotel/motel.

For the purposes of this analysis, the existing commercial floor area is estimated to be 40% office with the remaining being 45% retail and 15% restaurant/food services. Due to the industrial uses expected in the South zone, an estimate of 50% industrial, 20% retail, 20% office, and 10% restaurant/food services was utilized in the South zone analysis. Future commercial floor area splits are based on the breakdowns provided by O2 Planning + Design.

Residential units were calculated based on an estimated average 85 m² (915 ft²) floor space per unit.

3.4.3 Bylaw Parking Requirements

The bylaw minimum vehicle parking space requirements do not consider differing parking demand variations between uses (restaurant peak occurs 12 PM, office peak occurs at 10 AM & 2 PM, retail peak occurs in afternoon, residential visitor peak occurs in evenings). The bylaw does allow for two or more developments to share parking spaces if the demand for parking spaces for each development is not likely to occur at the same time. Within the Downtown Central Business District, there are no parking requirements for changes of uses of existing buildings.

The land use bylaw minimum vehicle parking requirements are provided in **Table 3.5**. The land use bylaw parking requirements were compared to other similar communities within Alberta. The comparison was based on the efforts completed for the Centre for Transportation Engineering and Planning (C-TEP)² and are shown in **Appendix B**.

² Trip & Parking Generation Rates for Land Use in Rural Alberta Final Report, Bunt & Associates, December 2005

Table 3.5: Bylaw Minimum Vehicle Parking Space Requirements

Land Use	Parking Requirement
Residential	
Apartment Dwelling Unit	1.25 spaces/dwelling unit
Attached Housing	2 spaces/dwelling unit
Bed and Breakfast	2 spaces/dwelling unit + 1 space/guest room
Single Detached Dwelling Unit	2 spaces/dwelling unit
Secondary Suite Dwelling Unit	1 space/dwelling unit
Residential Care Facilities	1 space/4 dwelling rooms
Commercial	
Commercial (less than 1000 m ² (10,764 ft ²))	1 space/40.0 m ² (430.6 ft ²)
Commercial (between 1000 m ² (10,764 ft ²) and 4000 m ² (43,056 ft ²))	1 space/30.0 m ² (322.9 ft ²)
Commercial (greater than 4000 m ² (43,056 ft ²))	1 space/25.0 m ² (269.1 ft ²)
Child Care Facilities	1 space/employee
Drive-through Food Services	2 spaces/drive up window
Eating Drinking and Entertainment Establishments	1 space/4 seats
Hotels and Motels	1 space/guest room + 1 space/employee
Offices	1 space/40.0 m ² (430.6 ft ²)
Industrial	
Automobile Sales, Service and Repairs/Repair and Service Shops	1 space/55.0 m ² (592.0 ft ²)
Building Supply Centre	1 space/60.0 m ² (645.8 ft ²)
Manufacturing and Industrial Plants/Wholesale and Storage Buildings/ Research Laboratories/Public Utility Buildings	1 space/100.0 m ² (1076.4 ft ²)
Service Stations	1 space/60.0 m ² (645.8 ft ²)
Warehousing	1 space/100.0 m ² (1076.4 ft ²)
Retail Component	1 space/40.0 m ² (430.6 ft ²)
Wholesale Component	1 space/100.0 m ² (1076.4 ft ²)
Special Purpose	
Facilities with fixed seating, e.g. Auditoriums, Gymnasiums, Religious Assemblies, Halls and Theatres	1 space/5 seats
Community, Public Service Buildings and Facilities not designed with seating	1 space/10.0 m ² (107.6 ft ²)
Elementary School	2 spaces/classroom
Junior High School	3 spaces/classroom
Senior High School	6 spaces/classroom
Post Secondary School	1 space/10 seats
Hospitals	1 space/bed
Medical Centres	1 space/40.0 m ² (430.6 ft ²)
Ball Courts, Bowling Alley	3 spaces/court or alley
Curling Rink	6 spaces/sheet of ice
Other meeting, assembly or lounge area components	1 space/10.0 m ² (107.6 ft ²)
Outdoor Recreational Facilities (Ball Diamonds, Soccer Fields, etc.)	As required by the Development Authority

3.4.4 Future Parking Demand

An estimate of future parking demand was prepared utilizing the floor area estimates provided by O2 Planning + Design and the following three methods:

- *Observed commercial parking demand ratios* – An estimate was prepared based on existing observed peak demand per commercial floor area ratios and inherently considers the impact of shared parking of public stalls between land uses. As the existing residential population in the downtown area is limited, it is assumed existing observed demand is associated solely to existing commercial uses.
- *Empirical data* - An estimate was also completed based on empirical parking data collected by Bunt & Associates in the December 2005 *Trip & Parking Generation Rates for Land Use in Rural Alberta* report completed for the Centre for Transportation Engineering and Planning (C-TEP). The data is based on parking counts completed for different land uses in Alberta small towns and includes data collected in High River. The empirical data analysis also includes shared parking between uses based on the recommended variations from the Urban Land Institute's (ULI) *Shared Parking* (2nd Edition).
- *Bylaw single use requirements* - The bylaw single use analysis provides the requirement if parking stalls were tied to a single use and does not consider shared parking between uses.

Future parking demand was split between long-stay (employee) and short-stay (customer, visitors) users based on a review of ratios from the ULI *Shared Parking* report. These ratios determine the percentage of parking demand that is associated with long-stay or short-stay users at the peak demand. The ratio utilized for restaurant and retail uses is 20% long-stay and 80% short-stay. The ratio utilized for office and industrial uses is 92% long-stay and 8% short-stay.

The results of the analysis indicating future parking needs by zone are summarized in **Table 3.6** for residential uses and **Table 3.7** for commercial uses.

The residential analysis utilizes the bylaw requirement of 1.25 stalls per unit to meet resident parking needs. Resident parking will be accommodated off-street in private stalls. However, it is assumed that residential visitor parking demand will be accommodated on the street. As the bylaw does not provide visitor parking requirements, visitor parking demand is calculated based on a ratio of 0.10 stalls per unit, as per typical Bylaw requirements in downtown areas. As per shared parking ratios and Bunt & Associates collected data, residential visitor demand is expected to peak on evenings and weekends.

Table 3.6: Residential Parking Needs

Zone	Number of Units Estimated	Bylaw Resident Requirement	Expected Visitor Demand (On-street)
North West	196 units	245 stalls	20 stalls
Central West	308 units	385 stalls	31 stalls
South	137 units	172 stalls	14 stalls
North East	91 units	114 stalls	9 stalls
Central East	245 units	306 stalls	25 stalls
Total	977 units	1,222 stalls	99 Stalls

Table 3.7: Commercial + Residential Visitor Parking Requirement

Zone	Existing (Long Stay + Short Stay)			Redevelopment Concept Estimate (Long-stay + Short Stay)		
	Observed Demand	Empirical Data	Bylaw Single Use	Observed Demand	Empirical Data	Bylaw Single Use
North West	190 (86 + 104)	221 (100 + 121)	414 (172 + 242)	360 (202 + 158)	403 (229 + 174)	741 (363 + 378)
Central West	481 (219 + 262)	407 (184 + 223)	763 (318 + 445)	675 (297 + 378)	496 (220 + 276)	921 (378 + 543)
South	131 (83 + 48)	159 (102+ 57)	315 (185 + 130)	662 (444 + 218)	959 (646 + 312)	1764 (1059 + 705)
North East	128 (60 + 68)	141 (67 + 74)	269 (115 + 154)	251 (113 + 138)	294 (133 + 161)	552 (229 + 323)
Central East	94 (45 + 49)	166 (79 + 87)	316 (136 + 180)	133 (43 + 90)	257 (87 + 170)	480 (152 + 328)
Total	1,024 (493 + 531)	1,094 (532 + 562)	2,077 (926+1151)	2,081 (1099+982)	2,409 (1315+1093)	4,458 (2181+2277)

As shown in Table 3.6, the downtown is expected to have 977 residential units, which require 1,222 residents' stalls and approximately 99 visitor stalls.

As indicated in Table 3.7, full commercial redevelopment of the downtown could increase demand from the existing 1,024 stalls to 2,081 stalls. Based on empirical data, the parking demand could increase to 2,409 stalls. The bylaw requirement could increase from approximately 2,100 to 4,500. Clearly, the bylaw requirement is excessive and not compatible with the observed parking demand or those estimated from industry literature. The best strategy is to provide parking based on a mixture of observed demand at the Town and experiences at other similar municipalities.

Parking surpluses and shortfalls by zone are summarized in **Table 3.8** based on observed demand and empirical data. The results are also summarized in **Exhibit 3.3**.

Table 3.8: Parking Surplus and Shortfall (Commercial + Residential Visitor Only)

Zone	Future Practical Public Supply	Existing Private Supply	Future Demand	Surplus or Shortfall
North West	244	176	360 to 403	+60 to +17
Central West	299	300	675 to 496	-76 to +103
South	228	323	662 to 959	-111 to -408
North East	39	315	251 to 294	+103 to +60
Central East	99	283	133 to 257	+249 to +125
Total	909	1397	2,081 to 2,409	+225 to -103

The analysis confirms that if existing private supply remains unchanged, an overall commercial stall surplus will occur in most zones. Shortfalls would occur in the South and Central West Zones. This analysis assumes the ability to share private supply between uses and that all residential demand is accommodated in new private parking facilities.

It would be expected that private parking supply would be added with development in the South Zone and therefore shortfalls in this zone would be accommodated on-site.

However, in the Downtown CBD (North West and Central West Zones), the ability to add private parking supply is limited. This area could experience a shortfall of 16 stalls assuming the existing private parking supply remains unchanged. If all private parking in the area were removed, the shortfall could increase to 492 stalls.

The expectation is that some private parking will be removed with the development of surface parking lots and densification. If half of existing private commercial supply were removed there would be 238 stalls removed ($176/2 + 300/2 = 238$). Under this scenario, the ultimate shortfall in the 2 zones may be in the range of 260 stalls ($238 + 16 = 254$). However, parking surpluses exist in the South, North East and Central East zones. Therefore, some users destined to the North West and Central West zones may park in other zones, which could reduce the overall parking need for the Downtown CBD.

It is noted that if the development of the future parking supply is not achieved and/or is limited (specifically within the CP lands and along the Centre Street Corridor), the parking shortfall will be further exacerbated (i.e., the parking shortfall could increase to approximately 583 stalls) and may induce impacts in the nearby residential areas and/or encourage illegal parking on private lands (i.e., commercial lands). With this in mind, the conditions of success will be highly dependent on the Town's ability to provide the future parking supply. Otherwise, the development of larger/multiple parking structures and/or provisions for extensive transit service may be required to accommodate the proposed ARP land uses.

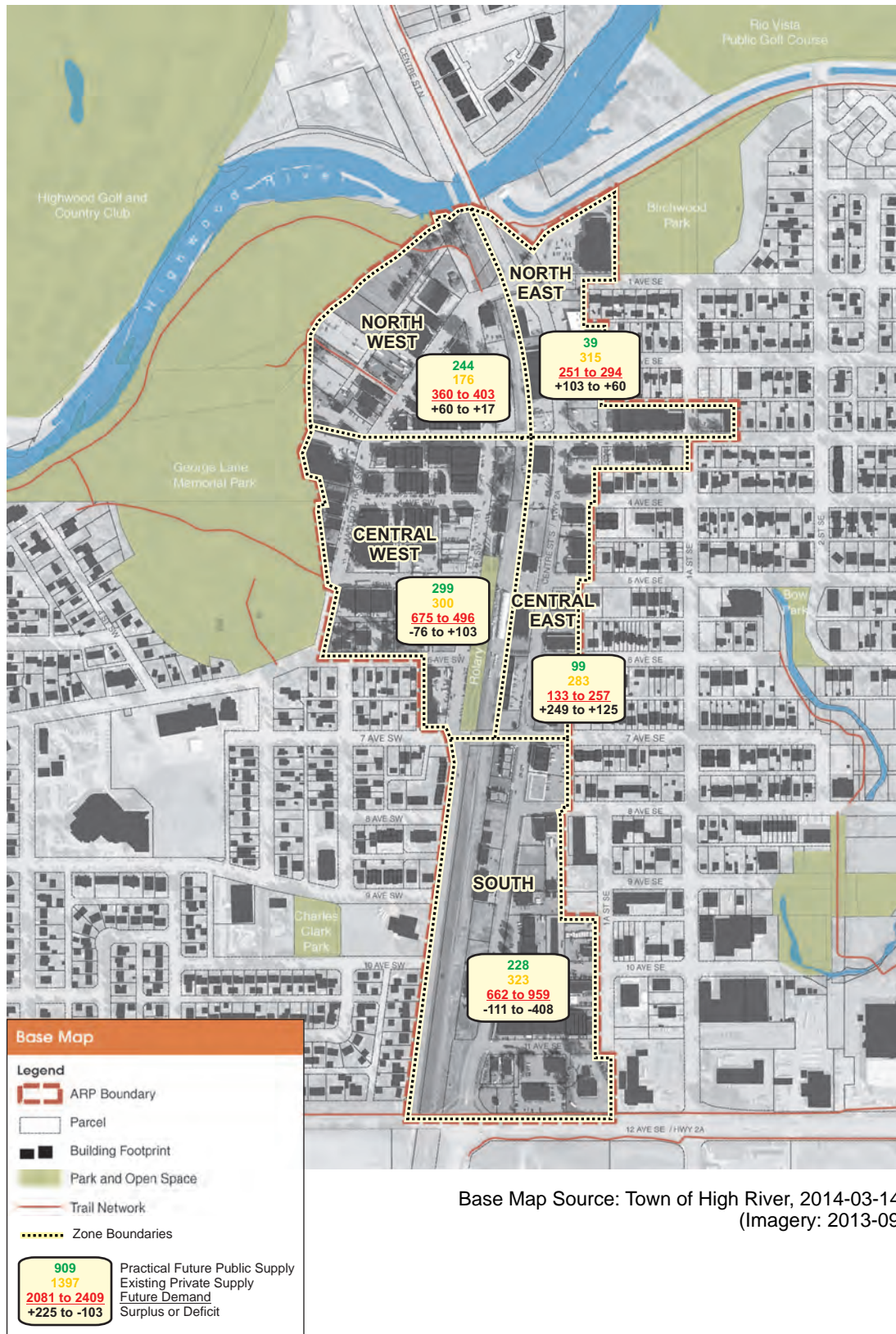


Exhibit 3.3

Redevelopment Concept Parking Needs

High River Downtown ARP
September 2014 Scale NTS



4. PARKING ISSUES

In terms of emerging parking related issues, several areas were determined to be in need of attention, either under existing conditions or into the future.

The full list of emerging issues assessed as part of the study are summarized here:

- Overall, the available parking spaces are underutilized, that is, both on-street and designate parking areas. The on-street parking supply appears to be the preferred parking locations for both customers and employees, which follows the typical parking hierarchies (i.e., on-street parking is the first choice).
- Lack of long-term employee parking – employees parking in front of establishments and/or on the street, and in some cases, double parking behind buildings were observed.
- Heavily utilized parking on certain block faces in the North West and Central West zones induce vehicles to circulate in preferred parking areas, which leads to traffic congestion/safety issues (i.e., pedestrian/vehicle related conflicts) on key roadways.
- Lack of parking time limit restrictions and enforcement result in a number of long stay parkers occupying on-street short stay spaces. Time limit restrictions are currently limited to one block face in the downtown area.

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5. PARKING MANAGEMENT

5.1 Parking Management Options

As summarized in Section 4, there is indeed a need for some form of parking strategy. With this in mind, a series of parking management options were developed and assessed. These possible solutions are summarized in the following sub-sections.

5.1.1 Introduction of Parking Time Limits

It is estimated that approximately 50% of total future parking demand will be related to short-stay parking in the North West and Central West zones. Therefore, the future short-stay demand in the combined North West and Central West zones could be in the range of 450-536 stalls. The practical public on-street supply in these zones is 281 stalls while the practical public off-street supply is 262 stalls for a total practical supply of 543. Some short-stay parking would occur on private facilities within the area. However, the large short-stay demand estimates under the redevelopment concept suggests most on-street parking spaces should be utilized for short-stay users. To ensure short-stay spaces are available on-street requires the introduction of time limit restrictions within the North West and Central West zones to deter long-stay parking from occurring on-street.

Initially, 2 hour time limits are recommended for the following areas in these zones:

- Both sides of Macleod Trail SW (Centre Street to 5 Avenue SW)
- Both sides of 3 Avenue SW (Macleod Trail to 1 Street SW)
- Both sides of 4 Avenue SW (Macleod Trail to 1 Street SW)
- Both sides of 5 Avenue SW (Macleod Trail to 1 Street SW)
- West side of 1 Street SW (Macleod Trail to 5 Avenue SW)

With future development, the need to extend these zones to the following areas would likely be required:

- Both sides of Macleod Trail SW (5 Avenue to 6 Avenue SW)
- East side of 1 Street SW (Macleod Trail to 5 Avenue SW)
- Both sides of 1 Street SW (5 Avenue to 7 Avenue SW)

The introduction of parking time limits may induce some patrons to spill into the residential streets and/or onto private lands. Additional enforcement and/or possible residential parking permit programs may be required to mitigate the possible parking related impacts.

5.1.2 Development of Additional Parking Facilities

Based on the parking needs assessment, there may be a need in the range of 254 stalls in the Downtown Central Business District if densification occurs and some loss of private off-street facilities occurs. As previously noted, demand for both short-stay and long-stay stalls are expected to increase with time.

If the growth occurs and no further improvements in the way of either enhanced parking management or increased parking supply, then the current parking conditions is expected to be exacerbated. To alleviate this demand, long-stay patrons should be placed/relocated to an off-street parking facility. It is noted there are a number of factors that determine the optimum location, and typically include: 1) Capacity or Roads or Traffic Impacts, 2) Walking Distance to the Study Area Land Uses, 3) Social Considerations, 4) Environmental Impacts, and 5) Costing Related Issues.

The results of the high level assessment (specifically based on Town ownership and walking distance) suggest that the placement of the long-term facility could be situated in the following locations:

- Creation of a parking structure at the location of existing public parking lot next to George Lane Park and north of Town Hall. The lot will be redesigned to accommodate 128 stalls. The addition of a 2 level structure at this location may accommodate an additional 100 parking stalls. A 3 level structure at this location may accommodate an additional 200 parking stalls over the existing condition. The land is town owned and located within 300 metres walking distance of the majority of buildings in the Downtown CBD.
- It is understood the town owns part of the Sobey's parking lot; therefore there may be an opportunity to locate long-stay parking in this area. A facility at this location would be within 300 metres of the North West zone and 500 metres walking distance of majority of the Central West zone. However, there may be limited land available resulting in a limited parking supply
- Some off-street facilities are proposed along the CP rail tracks. A facility south of 7 Avenue could accommodate additional parking demand. A facility at this location would be at minimum 400 metres walking distance from the Central West Zone and 600 metres walking distance from the North West Zone.

With the development of additional off-street parking supply, more long-stay parkers could be relocated to the off-street parking facility and therefore provide more short stay spaces in the high demand parking areas. The high level assessment is summarized in **Appendix C**.

5.1.3 Introduce Market Pricing of On-street Parking

If densification of the downtown area occurs to the levels forecast, on-street market pricing may be an option that would allow the Town to charge for on-street parking. On-street parking spaces are the most desirable spaces to park. This applies to customers and to staff since these stalls are the easiest to see and often closest to the businesses that are being visited. Appropriate or “right” pricing has been determined as that which would always result in approximately 85% occupancy (Dan Zack, 2005)³. By pricing the on-street parking space appropriately, customers who are willing to pay will always have spaces as approximately one in eight spaces are projected to be available at 85% occupancy. Studies have also shown that when parking turnover is encouraged, businesses tend to benefit.

If the pay to park operation starts early enough in the day, and continues late enough in the day to also capture the arrival of the entertainment and dining customers. By doing so, the available on-street spaces would be used by more customers. Businesses would also benefit, especially those catering to eating and drinking which do most of their businesses in the evening. This is therefore the time when parking needs to be most controlled. One of the means of controlling parking is to match the business operating hours with pay-to-park operations.

Since this option would increase turn over, it would result in less driving by the visitors to the Downtown. Employees in the Downtown who may have been parking on the street because of the current on-street parking pricing regime may be encouraged to use other means of transportation.

That said, the provision of paid parking has the potential to result in those seeking free parking to spill into the residential streets. As such, there may be a need to implement a residential parking permit program in adjacent communities and/or increase the level of enforcement to minimize the impacts on the adjacent streets.

All of this parking data suggested that Downtown core parking utilization could be managed in part through introducing a fee to park, either to all users or limited to certain user groups (i.e., visitors). An immediate impact of requiring a fee for parking by the hour would be an increase in stall turn-over and a reduction in residential auto usage to the core area, both of which would increase availability of stalls to visitors.

5.1.4 Optimize Parking Supplies by Using Alleys and On-site Stalls

Often, spaces behind business on private property along alleyways are not well kept or used. These spaces could be cleaned up and provided with lighting and line painting. Where there is adequate space, shared parking opportunity could be created. Attention would be called to these parking spaces by appropriate signage. The back alleys and the street would then be connected by pedestrian friendly walkways.

³ Dan Zack, 2005. “ The Downtown Redwood City Parking Management Plan “

5.1.5 Include Shared Parking Assessment for Multi-Use Sites

Rather than providing the minimum Bylaw parking requirement for each land use in a multi-use development, this option would encourage developers to consider the temporal demand of their land uses in determining the amount of parking spaces to be provided. The calculation would be based on the minimum Bylaw parking requirement or on a parking study approved by the Town of High River. It is noted the bylaw allows for shared parking to occur between two or more developments and it is recommended this be continued and promoted.

5.1.6 Improve Signage to Existing Parking

Sometimes existing parking facilities are not well utilized either because their locations are not obvious to infrequent visitors or because there is no adequate way-finding to them. By ensuring that available parking facilities are advertised and that drivers are directed to them, they would be well used and the perception of inadequate parking would be reduced.

5.1.7 Cash in Lieu

Cash in Lieu (CIL) (or fee-in-lieu as it is generally known in the USA) is a system whereby a developer or a business owner is allowed or required to provide some of the Bylaw parking requirements as cash to the municipality (e.g. Town) for building public parking facilities or for other uses that have long term aims of managing parking and transportation problems or achieving land use objectives.

Several purposes are served when CIL funds are used to build a public parking facility. It creates a shared and joint use parking environment with the benefit of minimizing the inefficient use of Bylaw required parking spaces (Jeffery Tumlin, 2005)⁴. CIL is also intended to allow certain types of land uses to locate in the CIL areas without the need to provide all the Bylaw required parking stalls on-site (City of Calgary, 1980⁵, Coconut Grove, Miami Florida⁶). CIL funds are used in some other municipalities not only for building parkades but also for constructing, maintaining, operating, leasing, managing, or otherwise providing off-street parking facilities for public use. The funds could also be used to provide public information to enhance parking utilization including publicity campaigns, graphics and signage, and other informational devices.

Another method is for a benefit assessment Bylaw fee to be collected monthly for either a finite or indefinite period of time and used for a variety of purposes and not limited to the construction of new off-street stalls.

⁴ Jeffery Tumlin, 2005. "Reforming Parking Requirements" Nelson Nygaard Consulting

⁵ City of Calgary, 1980. "Land Use Bylaw" Chapter 18

⁶ City of Miami, 2004. "Coconut Grove Business District Improvement Trust" Ordinance Number 12564

Given the expected parking shortfall in the Downtown CBD and the limited opportunity to provide parking stalls on-site, a Cash-in-Lieu or benefit assessment Bylaw fee may be an option to ensure parking spaces are available to meet parking demand within the Downtown CBD.

5.1.8 Other Municipality Considerations

To support the above parking strategies, the following other municipality considerations are noted.

Infrastructure Master Plan

If not previously accounted for, an update to the Town's Infrastructure Master Plan (IMP) may be required to confirm the ability of the road network as well as other infrastructure facilities to accommodate the proposed redevelopment concept densities.

Parking Authority

The development of a Parking Authority will be required to accommodate parking strategies including the introduction & enforcement of on-street parking time limits, development of additional parking facilities, and potential future introduction & enforcement of on-street market pricing.

Bylaw Parking Requirements

The C-TEP comparative assessment is attached in Appendix B. The results of the review suggest that the Town of High River's parking requirements are similar to other communities within Alberta. However, the analysis found the Town's Bylaw minimum vehicular parking requirements may be excessive when compared to industry standard and to the current conditions. With this in mind, an update to the Bylaw minimum parking requirements may be required to ensure the bylaw requirements correspond to expected demand. Excessive requirements or requirements that do not properly account for shared parking results in increased development costs and reduced density potentials, which may reduce the economical feasibility of development within the ARP.

With the above in mind, the updated detailed parking review would need to align the Town of High River with current trends in terms of parking generation, both in terms of peer activity in other similar Towns, and as well throughout the Town of High River itself based on existing observed conditions. Typically, this type of study would include the follow approach:

- Development of parking generation rates for the selected land uses based on a combination of on-site data collection/observations, statistical testing, past experience with similar land uses, and engineering judgment. This process typically includes three survey methodologies: physical counts, real time interviews, and mail back surveys.
- A full review of the Town's parking requirements, existing and proposed development standards.
- A comprehensive research exercise regarding alternative parking management/regulation methods.

The development of a policy regarding parking requirements is not straightforward. Clearly the empirical observation of specific characteristics can and does suggest the application of definitive parking supply ratios. However, the presence of an existing condition may not always be an appropriate measure for the development of a prescribed parking supply ratio. Certainly it is indicative of what should be provided in the way of a parking supply, but there are other factors that may also need to be considered by the Town in developing any new parking supply policies.

It is noted that this efforts is well outside the scope of this study and should be pursued as a separate exercise. That said, Bunt & Associates suggests that the Town may want to consider the following approaches in achieving the appropriate parking demand for the ARP as follows:

- *Abolish Minimum By-Law Parking Requirements:* The land use Bylaw prescribes the minimum number of parking spaces required by any land use. This minimum may have been determined by assessing the maximum number of spaces required by each land use if parking were free. As a consequence, some land uses may be required to provide more stalls than they actually need for their operations. By changing the minimum parking requirements (i.e., parking based on demand), the right amount of parking would be prescribed for each land use.
- *Abolish Bylaw Requirement in the Downtown Area:* This option would eliminate Bylaw parking requirement in the Downtown area. Developers or businesses would be free to provide as many spaces as they wish to service their land uses, or to provide none.

6. RECOMMENDED PARKING STRATEGY

As a result of the data collection exercises and analysis of future conditions and emerging issues, Bunt & Associates was able to gain a thorough insight into current conditions, limitations/opportunities related to future conditions, etc. Based on this analysis, it was clear to Bunt & Associates that some changes to the current parking policies are necessary. As well, assessment of current parking conditions/policies allowed Bunt & Associates to identify a series of specific improvements that are suggested for implementation by the Town based on a Short Term and Long-Term need.

The recommended parking strategy is summarized in the following sections.

6.1 Short Term Parking Strategy

- Optimize parking supplies that currently exist in lanes and on-site at existing developments.
- Encourage shared-parking between property owners.
- Introduce 2 hour parking limits on certain streets in the Downtown Central Business District. As part of the parking time limit restrictions, by-law enforcement is required to ensure parking limits are heeded, which in turn promotes higher turnover. This will also set the stage for other parking management alternatives (e.g., paid on-street parking).
- Consider implementing either a cash-in-lieu fee or a benefit assessment Bylaw fee to be collected monthly for either a finite or indefinite period of time. These could be used for a variety of purposes and not limited to the construction of new off-street stalls.
- If not previously accounted for, update the Town's Infrastructure Master Plan (IMP) to confirm the ability of the road network as well as other infrastructure facilities to accommodate the proposed redevelopment concept densities.
- Review and develop a traffic management strategy to accommodate the expected land use densities and ensure that the strategy aligns with the IMP.
- Undertake a comprehensive review of the Bylaw minimum parking requirements to ensure the bylaw requirements correspond to expected demand, which includes the establishment of appropriate parking demand ratios for land uses.

- Consider abolishing the Bylaw requirements in the Downtown Area and permit developers or businesses to provide as many spaces as they wish to service their land uses, or to provide none. The Town may request the developer or businesses to submit a parking impact study to support the proposed land use application.

6.2 Long Term Parking Strategy

- Identify future sites where central pooled parking facilities could be developed to accommodate up to 260 additional stalls within walking distance of the Downtown Central Business District (CBD). A 2-3 level above-grade structure may be required if all 260 additional stalls were provided in single location. If the either CP Lands and/or the Centre Street corridor are deemed to be not viable areas for parking, it is recommended that the Town make provisions for 583 additional stalls for the CBD.
- It is recommended that the Town continue to implement other Transportation Demand Management (TDM) techniques (such as upgrades to trails, sidewalks, bike lanes, transit, etc.) to encourage the use of alternative modes and to promote a more walkable community within the Downtown.
- Continue to allow shared parking analysis in determining bylaw parking requirement for mixed-use sites.
- Establishment of a Parking Authority to implement parking strategies including the introduction & enforcement of on-street parking time limits, development of additional parking facilities, and potential future introduction & enforcement of on-street market pricing.
- Although not generally supported by the public, it is suggested the Town of High River work towards instituting market pricing for the on-street parking supply if redevelopment occurs to the densities envisioned. Market pricing requires enforcement to ensure turnover occurs and short-stay spaces are available for users.

APPENDIX A

Parking Analysis



High River Downtown ARP (Parking Supply Survey)
Off-street Lots

Description	Address	Lot	Pre-Flood Parking Supply		Plan	Pre-Flood Demand
			Public	Private	Public	Jun. 28, 2012
			All	Total	All	
North West Zone						
Railtrack Lot	29 Macleod Tr SW	A	13	0	13	1
Macleod Plaza Front	111 Macleod Tr SW	B		12		2
Macleod Plaza Back	111 Macleod Tr SW	C		23		4
Boot Hill Gallery Back	117 Macleod Tr SW	D		10		4
Pioneer Square	121 1 St SW	E	28	0	28	21
RBC	102 3 Ave SW	F		4		2
High River United Church	145 Macleod Tr SW	G		24		6
Public Lot 1	139 Macleod Tr SW	H	60	0	64	17
Town Reserve Lot	139 Macleod Tr SW	I		12		8
Public Lot 2	145 Macleod Tr SW	J	43	3	64	21
Bylaw Services/ Chinook Fabrics	145-149 Macleod Tr SW	K		12		4
Snodgrass Funeral Home	301 Macleod Tr SW	L		25		4
Dental Care	104 1 St SW	M		16		8
South Fork	110 1 St SW	N		18		2
7 Eleven	50 3 Ave SW	O		17		12
Rail Track Lot 1	CP Rail Macleod to 3 Ave	P	0	0	25	0
Central West Zone						
Town Hall	309 Macleod Tr SW	A		28		14
TD Canada Trust	315 Macleod Tr SW	B		5		2
Public Railway Lot (South of 3 Ave)	3 Ave & 1 St SW	C	28	0	17	21
Alberta Health Unit	310 Macleod Tr SW	D		22		19
Carlson's on Macleod	129 3 Ave SW	E		4		2
4 Ave North Buildings Alley	124 4 Ave SW	F		12		4
Alberta Provincial Building	129 4 Ave SW	G		14		10
4 Ave South Buildings Alley	121-127 4 Ave SW	H		22		13
Law Office	111 4 Ave SW	I		6		2
CIBC Lot	403 1 St SW	J		33		22
Foothills SD + Highwood Memorial	128 5 Ave SW	K		29		25
High River Inn Restaurant	503 1 St SW	L		26		11
High River Motor Motel	121 1 St SW	M		19		4
Centennial Building	520 Macleod Tr SW	N		8		6
5 Ave South Buildings Alley	133-137 5 Ave SW	O		14		10
Highwood Printing	519 1 St SW	P		17		11
Highwood Grocery Kart	601 1 St SW	Q		34		2
Jolee Electronics	617 1 St SW	R		7		3
Rail Track Lot 2	CP Rail 3 Ave to 5 Ave	S	0	0	27	0
Rail Track Lot 3	CP Rail 5 Ave to 7 Ave	T	0	0	38	0
South Zone						
7 Avenue Commercial East	710 Centre St SE	A		47		14
7 Avenue Commercial West	705 Centre St SE	B		22		11
Royal Canadian Legion	15 8 Ave SE	C		5		2
Highwood Crossing Food	810 Centre St SE	D		35		8
Snowy Owl	821 Centre St SE	E		9		4
High River Vet Clinic Front	938 Centre St SE	F		20		0
High River Vet Clinic Back	938 Centre St SE	G		8		4
K-Link	919 1A St SE	H		4		0
Imperial Plaza	1035 Centre St SE	I		15		7
10 Ave South Industrial	11-45 10 Ave SE	J		27		13
11 Ave North Industrial	12-48 11 Ave SE	K		43		26
12 Ave Building	28 12 Ave SE & 27 11 Ave SE	L		78		12
Foothills Custom Meat Processors	60 12 Ave SE	M		10		6
Rail Track Lot 4	CP Rail 7 Ave south	N	0	0	33	0
North East Zone						
Sobey's	98 Centre St SE	A		110		57
Macleod Mall	111-119 Centre St SE	B		39		9
The Bargain Shop	211 Centre St SE	C		9		3
Highwood Centre Mall	112-118 Centre St SE	D		33		8
2 Ave Professional Building	14 2 Ave SE	E		16		6
Old Shoppers Drug Mart	204 Centre St SE	F		16		7
New Shoppers Drug Mart	218 Centre St SE	G		69		15
Heritage Village	104 3 Ave SE	H		12		7
Home Hardware Back	30 3 Ave SE	I		11		4
Central East Zone						
Old Sears Lot	35 3 Ave SE	A		10		0
Old Sears Alley	35 3 Ave SE	B		5		4
3 Ave & Centre St Building	11 3 Ave SE	C		8		2
The Mortgage Group	19 3 Ave SE	D		15		7
Muth & Co LLP	318 Centre St SE	D		27		4
Servus	319 Centre St SE	E		28		10
Telus & Liquor Store	419 Centre St SE	F		22		5
Sally's Bar & Grill	402 Centre St SE	G		20		6
Falksown Lot	416 Centre St SE	H		26		5
Falksown Back	416 Centre St SE	I		12		4
Highwood Pet Shop	540 Centre St SE	J		10		8
WSI & NAPA	520-604 Centre St SE	K		25		9
Stan Groff & Oliver Front	608-610 Centre St SE	L		5		2
Stan Groff & Oliver Front	610 Centre St SE	M		9		2
High River Times	618 Centre St SE	N		12		3
509 Centre St	509 Centre St SE	O		19		6
609 Centre St	609 Centre St SE	P		30		6
North West Zone			144	176	194	116
Central West Zone			28	300	82	181
South Zone			0	323	33	107
North East Zone			0	315	0	116
Central East Zone			0	283	0	83
TOTAL Off-Street			172	1397	309	603
TOTAL Off-Street Demand vs Supply %			-	-	-	38%
Public Off-Street Demand vs Supply %			-	-	-	34%

High River Downtown ARP (Parking Supply Survey)
On-street Spaces

Street	From	To	Block Face	Pre-Flood Supply	Plan Supply	Pre-Flood Demand Counts
						Jun. 28, 2012
North West Zone						
Macleod Trail	1 St	Post Office	West	10	6	3
			East	12	6	6
	Post Office Lot	3 Ave	West	12	7	3
			East	21	8	4
1 Street SW	Macleod Trail	3 Ave	West	27	13	19
			East	23	19	13
3 Avenue SW	Macleod Trail	1 Street	North	30	11	26
Central West Zone						
Macleod Trail	3 Ave	4 Ave	West	8	5	8
			East	9	4	9
	4 Ave	5 Ave	West	13	11	13
			East	19	22	19
	5 Ave	6 Ave	West	8	24	7
			East	19	20	12
1 Street SW	3 Ave	4 Ave	West	13	7	8
			East	13	11	9
	4 Ave	5 Ave	West	16	8	14
			East	23	11	18
	5 Ave	6 Ave	West	16	9	11
			East	27	20	9
	6 Ave	7 Ave	West	7	7	2
			East	22	17	1
3 Avenue SW	Macleod Trail	1 St	South	32	11	28
4 Avenue SW	Macleod Trail	1 St	North	31	4	30
			South	32	7	30
5 Avenue SW	Macleod Trail	1 St	North	25	17	24
			South	24	12	23
6 Avenue SW	Macleod Trail	1 St	North	15	19	14
			South	14	14	11
South Zone						
Centre Street	7 Ave	8 Ave	West	0	11	0
			East	0	10	0
	8 Ave	10 Ave	West	0	31	0
			East	0	20	0
	10 Ave	11 Ave	West	0	9	0
			East	0	8	0
	11 Ave	12 Ave	West	0	0	0
			East	0	0	0
1 Street SW	7 Ave	8 Ave	West	11	10	2
			East	0	9	0
	8 Ave	9 Ave	West	10	9	0
			East	0	9	0
	9 Ave	10 Ave	West	14	8	7
			East	0	8	0
	10 Ave	12 Ave	West	19	19	3
			East	0	22	0
7 Avenue SE	Centre St	Lane	North	4	4	2
			South	5	5	2
8 Avenue SE	Centre St	1A St	North	10	10	3
			South	8	8	2
10 Avenue SE	Centre St	1A St	North	9	9	3
			South	1	1	0
11 Avenue SE	Centre St	1A St	North	0	0	0
			South	11	11	0
North East Zone						
Centre Street	Macleod Trail	2 Ave	West	0	8	0
			East	0	5	0
	2 Ave	3 Ave	West	0	8	0
			East	0	8	0
2 Avenue SE	Centre St	Access	North	5	5	3
			South	4	4	4
3 Avenue SE	Centre St	1 St	North	11	11	5
Central East Zone						
Centre Street	3 Ave	4 Ave	West	0	8	0
			East	0	7	0
	4 Ave	5 Ave	West	0	12	0
			East	0	11	0
	5 Ave	6 Ave	West	0	6	0
			East	0	10	0
	6 Ave	7 Ave	West	0	11	0
			East	0	11	0
3 Avenue SE	Centre St	1 St	South	9	9	4
4 Avenue SE	Centre St	Lane	North	5	5	2
			South	9	9	1
6 Avenue SE	Centre St	Lane	North	0	7	
			South	0	7	
5 Avenue SE	Centre St	Lane	North	4	4	2
			South	0	0	2
North West Zone				135	70	74
Central West Zone				386	260	300
South Zone				102	231	24
North East Zone				20	49	12
Central East Zone				27	117	11
Total On-Street				670	727	421
On-Street Demand vs Supply %				-	-	63%

Population/Job Estimates for High River Downtown ARP
2014-08-22

Existing Conditions Estimate				
Block	Population	Employment	<i>existing residential gfa</i>	<i>existing business gfa</i>
A	12	157	<i>1,038</i>	<i>6,284</i>
B	-	147	-	<i>6,554</i>
C	6	190	<i>300</i>	<i>7,607</i>
D	-	89	-	<i>3,579</i>
E	24	209	<i>1,130</i>	<i>9,849</i>
F	-	74	-	<i>2,957</i>
G	-	32	-	<i>1,492</i>
H	-	60	-	<i>2,401</i>
I	11	42	<i>508</i>	<i>1,693</i>
J	-	178	-	<i>7,123</i>
K	7	97	<i>491</i>	<i>3,951</i>
L	-	56	<i>75</i>	<i>2,258</i>
M	-	115	-	<i>4,599</i>
N	-	157	-	<i>6,275</i>
O	21	119	<i>679</i>	<i>5,192</i>
Grand Total	80	1,722	<i>4,220</i>	<i>71,814</i>

**based on gross-floor-area estimate (derived from building footprints, building storey estimate) and use*

***calculated from estimate for pre-existing/retained buildings, minus existing buildings redeveloped, plus GFA proposed in redevelopment concept*

Redevelopment Concept Estimate**													
Block	Population	Employment	<i>pre-existing residential gfa</i>	<i>pre-existing business gfa</i>	<i>proposed residential gfa</i>	<i>proposed office gfa</i>	<i>proposed retail gfa</i>	<i>proposed industrial gfa</i>	<i>proposed civic gfa</i>	<i>proposed hotel gfa</i>	<i>Total Residential GFA</i>	<i>Total Business GFA</i>	<i>Total Other GFA</i>
A	363	180	418	787	21,312	-	7,416	-	-	-	21,730	8,203	-
B	-	241	-	3,781	-	4,098	-	-	-	4,350	-	7,879	4,350
C	33	186	300	6,447	1,612	-	1,188	-	-	-	1,912	7,635	-
D	92	76	-	330	5,502	-	3,204	-	-	-	5,502	3,534	-
E	178	320	-	6,493	9,985	-	2,482	-	6,280	-	9,985	8,975	6,280
F	123	428	-	-	7,290	10,254	6,386	-	-	-	7,290	16,640	-
G	-	39	-	1,438	-	-	-	-	970	-	-	1,438	970
H	-	231	-	1,130	-	-	-	-	-	-	-	1,130	-
I	93	247	508	871	4,896	5,140	3,660	-	-	-	5,404	9,671	-
J	69	252	-	3,586	4,130	-	4,837	-	-	-	4,130	8,423	-
K	161	129	491	2,339	9,157	-	3,430	-	-	-	9,648	5,769	-
L	187	96	-	345	11,143	-	4,060	-	-	-	11,143	4,405	-
M	20	992	-	2,156	1,200	25,062	9,276	1,620	-	-	1,200	38,114	-
N	81	294	-	3,467	5,000	-	5,220	6,750	-	-	5,000	15,437	-
O	101	165	679	3,405	4,800	-	-	6,480	-	-	5,479	9,885	-
Grand Total	1,500	3,876	2,394	36,575	86,027	44,554	51,159	14,850	7,250	4,350	88,421	147,138	11,600

Existing Analysis

North West Zone																
Use	% Split	GFA (m ²)	GFA (ft ²)	Space Vacancy	Bylaw Rate						Bunt Empirical Data					
					Rate			Total	Long-Stay	Short-Stay	Rate			Total	Long-Stay	Short-Stay
Retail	40.0%	4,977	53,557	5%	1 space per	40.0	sq.m.	124	25	99	1.22	per 100	sq.m.	61	12	49
Office	40.0%	4,977	53,557	5%	1 space per	40.0	sq.m.	124	114	10	1.63	per 100	sq.m.	81	75	6
Restaurant	20.0%	2,489	26,779	5%	1 space per	15.0	sq.m.	166	33	133	4.29	per 100	sq.m.	107	21	86
Industrial	0.0%	0	0	5%	1 space per	60.0	sq.m.	0	0	0	0.8	per 100	sq.m.	0	0	0
Total Business	100%	12,444	133,894	-	-	-	-	414	172	242	-	-	-	249	108	141
Residential	-	10	units	0%	1.25	space per	unit	12	12	0	1.35	space per	unit	13	12	1
Total All								426	184	242				262	120	142

Office/Industry Employee:75.0

Office/Industry Visitor:6.0

Retail Employee:12.0

Retail Customer:49.0

Restaurant Employee:21.0

Restaurant Patron:86.0

Residential Visitor:1.0

Total250.0

Central West Zone																		
Use	% Split	GFA (m²)	GFA (ft²)	Space Vacancy	Bylaw Rate						Bunt Empirical Data							
					Rate			Total	Long-Stay	Short-Stay	Rate			Total	Long-Stay	Short-Stay		
Retail	40.0%	9,163	98,593	5%	1 space per	40.0	sq.m.	229	46	183	1.22	per 100	sq.m.	112	22	90	Office/Industry Employee:	137.0
Office	40.0%	9,163	98,593	5%	1 space per	40.0	sq.m.	229	211	18	1.63	per 100	sq.m.	149	137	12	Office/Industry Visitor:	12.0
Restaurant	20.0%	4,581	49,297	5%	1 space per	15.0	sq.m.	305	61	244	4.29	per 100	sq.m.	197	39	158	Retail Employee:	22.0
Industrial	0.0%	0	0	5%	1 space per	60.0	sq.m.	0	0	0	0.8	per 100	sq.m.	0	0	0	Retail Customer:	90.0
Total Business	100%	22,907	246,483	-	-	-	-	763	318	445	-	-	-	458	198	260	Restaurant Employee:	39.0
Residential	-	19	units	0%	1.25	space per	unit	24	24	0	1.35	space per	unit	26	24	2	Restaurant Patron:	158.0
Total All								787	342	445				484	222	262	Residential Visitor:	2.0
																	Total	460.0

South Zone

Use	% Split	GFA (m ²)	GFA (ft ²)	Space Vacancy	Bylaw Rate						Bunt Empirical Data					
					Rate			Total	Long-Stay	Short-Stay	Rate			Total	Long-Stay	Short-Stay
Retail	20.0%	2,513	27,044	5%	1 space per	40.0	sq.m.	63	13	50	1.22	per 100	sq.m.	31	6	25
Office	20.0%	2,513	27,044	5%	1 space per	40.0	sq.m.	63	58	5	1.63	per 100	sq.m.	41	38	3
Restaurant	10.0%	1,257	13,522	5%	1 space per	15.0	sq.m.	84	17	67	4.29	per 100	sq.m.	54	11	43
Industrial	50.0%	6,284	67,611	5%	1 space per	60.0	sq.m.	105	97	8	0.8	per 100	sq.m.	51	47	4
Total Business	100%	6,284	67,611	-	-	-	-	315	185	130	-	-	-	177	102	75
Residential	-	6	units	0%	1.25	space per	unit	7	7	0	1.35	space per	unit	8	7	1
Total All								322	192	130				185	109	76

Office/Industry Employee:85.0

Office/Industry Visitor:7.0

Retail Employee:6.0

Retail Customer:25.0

Restaurant Employee:11.0

Restaurant Patron:43.0

Residential Visitor:1.0

Total178.0

North East Zone

Use	% Split	GFA (m²)	GFA (ft²)	Space Vacancy	Bylaw Rate						Bunt Empirical Data					
					Rate			Total	Long-Stay	Short-Stay	Rate			Total	Long-Stay	Short-Stay
Retail	45.0%	3,871	41,648	5%	1 space per	40.0	sq.m.	97	19	78	1.22	per 100	sq.m.	47	9	38
Office	40.0%	3,441	37,020	5%	1 space per	40.0	sq.m.	86	79	7	1.63	per 100	sq.m.	56	52	4
Restaurant	15.0%	1,290	13,883	5%	1 space per	15.0	sq.m.	86	17	69	4.29	per 100	sq.m.	55	11	44
Industrial	0.0%	0	0	5%	1 space per	60.0	sq.m.	0	0	0	0.8	per 100	sq.m.	0	0	0
Total Business	100%	8,601	92,550	-	-	-	-	269	115	154	-	-	-	158	72	86
Residential	-	0	units	0%	1.25	space per	unit	0	0	0	1.35	space per	unit	0	0	0
Total All								269	115	154				158	72	86

Office/Industry Employee:52.0

Office/Industry Visitor:4.0

Retail Employee:9.0

Retail Customer:38.0

Restaurant Employee:11.0

Restaurant Patron:44.0

Residential Visitor:0.0

Total158.0

Central East Zone

Use	% Split	GFA (m²)	GFA (ft²)	Space Vacancy	Bylaw Rate						Bunt Empirical Data					
					Rate			Total	Long-Stay	Short-Stay	Rate			Total	Long-Stay	Short-Stay
Retail	45.0%	4,546	48,913	5%	1 space per	40.0	sq.m.	114	23	91	1.22	per 100	sq.m.	55	11	44
Office	40.0%	4,041	43,478	5%	1 space per	40.0	sq.m.	101	93	8	1.63	per 100	sq.m.	66	61	5
Restaurant	15.0%	1,515	16,304	5%	1 space per	15.0	sq.m.	101	20	81	4.29	per 100	sq.m.	65	13	52
Industrial	0.0%	0	0	5%	1 space per	60.0	sq.m.	0	0	0	0.8	per 100	sq.m.	0	0	0
Total Business	100%	10,102	108,695	-	-	-	-	316	136	180	-	-	-	186	85	101
Residential	-	7	units	0%	1.25	space per	unit	8	8	0	1.35	space per	unit	9	8	1
Total All								324	144	180				195	93	102

Office/Industry Employee:61.0

Office/Industry Visitor:5.0

Retail Employee:11.0

Retail Customer:44.0

Restaurant Employee:13.0

Restaurant Patron:52.0

Residential Visitor:1.0

Total187.0

Redevelopment Concept Analysis

North West Zone																
Use	% Split	GFA (m²)	GFA (ft²)	Space Vacancy	Bylaw Rate						Bunt Empirical Data					
					Rate			Total	Long-Stay	Short-Stay	Rate			Total	Long-Stay	Short-Stay
Retail	33%	7,586	81,624	5%	1 space per	40.0	sq.m.	190	38	152	1.22	per 100	sq.m.	93	19	74
Office	51%	11,917	128,229	5%	1 space per	40.0	sq.m.	298	274	24	1.63	per 100	sq.m.	194	178	16
Restaurant	16%	3,793	40,812	5%	1 space per	15.0	sq.m.	253	51	202	4.29	per 100	sq.m.	163	33	130
Industrial	0%	0	0	5%	1 space per	60.0	sq.m.	0	0	0	0.8	per 100	sq.m.	0	0	0
Total Business	100%	23,296	250,664	-	-	-	-	741	363	378	-	-	-	450	230	220
Residential	-	196	units	0%	1.25	space per	unit	245	245	0	1.35	space per	unit	265	245	20
Total All								986	608	378				715	475	240

Office/Industry Employee:178.0

Office/Industry Visitor:16.0

Retail Employee:19.0

Retail Customer:74.0

Restaurant Employee:33.0

Restaurant Patron:130.0

Residential Visitor:20.0

Total470.0

Central West Zone																
Use	% Split	GFA (m²)	GFA (ft²)	Space Vacancy	Bylaw Rate						Bunt Empirical Data					
					Rate			Total	Long-Stay	Short-Stay	Rate			Total	Long-Stay	Short-Stay
Retail	41%	11,205	120,564	5%	1 space per	40.0	sq.m.	280	56	224	1.22	per 100	sq.m.	137	27	110
Office	39%	10,723	115,381	5%	1 space per	40.0	sq.m.	268	247	21	1.63	per 100	sq.m.	175	161	14
Restaurant	20%	5,602	60,282	5%	1 space per	15.0	sq.m.	373	75	298	4.29	per 100	sq.m.	240	48	192
Industrial	0%	0	0	5%	1 space per	60.0	sq.m.	0	0	0	0.8	per 100	sq.m.	0	0	0
Total Business	100%	27,530	296,228	-	-	-	-	921	378	543	-	-	-	552	236	316
Residential	-	308	units	0%	1.25	space per	unit	385	385	0	1.35	space per	unit	416	385	31
Total All								1306	763	543				968	621	347

Office/Industry Employee:161.0

Office/Industry Visitor:14.0

Retail Employee:27.0

Retail Customer:110.0

Restaurant Employee:48.0

Restaurant Patron:192.0

Residential Visitor:31.0

Total583.0

South Zone																
Use	% Split	GFA (m²)	GFA (ft²)	Space Vacancy	Bylaw Rate						Bunt Empirical Data					
					Rate			Total	Long-Stay	Short-Stay	Rate			Total	Long-Stay	Short-Stay
Retail	21%	13,403	144,213	5%	1 space per	40.0	sq.m.	335	67	268	1.22	per 100	sq.m.	164	33	131
Office	50%	31,501	338,948	5%	1 space per	40.0	sq.m.	788	725	63	1.63	per 100	sq.m.	513	472	41
Restaurant	11%	6,701	72,107	5%	1 space per	15.0	sq.m.	447	89	358	4.29	per 100	sq.m.	287	57	230
Industrial	18%	11,617	124,996	5%	1 space per	60.0	sq.m.	194	178	16	0.8	per 100	sq.m.	94	86	8
Total Business	100%	63,222	680,264	-	-	-	-	1764	1059	705	-	-	-	1058	648	410
Residential	-	137	units	0%	1.25	space per	unit	171	171	0	1.35	space per	unit	185	171	14
Total All								1935	1230	705				1243	819	424

Office/Industry Employee:558.0

Office/Industry Visitor:49.0

Retail Employee:33.0

Retail Customer:131.0

Restaurant Employee:57.0

Restaurant Patron:230.0

Residential Visitor:14.0

Total1072.0

North East Zone																
Use	% Split	GFA (m²)	GFA (ft²)	Space Vacancy	Bylaw Rate						Bunt Empirical Data					
					Rate			Total	Long-Stay	Short-Stay	Rate			Total	Long-Stay	Short-Stay
Retail	42%	6,967	74,968	5%	1 space per	40.0	sq.m.	174	35	139	1.22	per 100	sq.m.	85	17	68
Office	39%	6,562	70,603	5%	1 space per	40.0	sq.m.	164	151	13	1.63	per 100	sq.m.	107	98	9
Restaurant	19%	3,215	34,590	5%	1 space per	15.0	sq.m.	214	43	171	4.29	per 100	sq.m.	138	28	110
Industrial	0%	0	0	5%	1 space per	60.0	sq.m.	0	0	0	0.8	per 100	sq.m.	0	0	0
Total Business	100%	16,743	180,160	-	-	-	-	552	229	323	-	-	-	330	143	187
Residential	-	91	units	0%	1.25	space per	unit	114	114	0	1.35	space per	unit	123	114	9
Total All								666	343	323				453	257	196

Office/Industry Employee:98.0

Office/Industry Visitor:9.0

Retail Employee:17.0

Retail Customer:68.0

Restaurant Employee:28.0

Restaurant Patron:110.0

Residential Visitor:9.0

Total339.0

Central East Zone																
Use	% Split	GFA (m²)	GFA (ft²)	Space Vacancy	Bylaw Rate						Bunt Empirical Data					
					Rate			Total	Long-Stay	Short-Stay	Rate			Total	Long-Stay	Short-Stay
Retail	54%	7,357	79,157	5%	1 space per	40.0	sq.m.	184	37	147	1.22	per 100	sq.m.	90	18	72
Office	22%	3,071	33,041	5%	1 space per	40.0	sq.m.	77	71	6	1.63	per 100	sq.m.	50	46	4
Restaurant	24%	3,284	35,340	5%	1 space per	15.0	sq.m.	219	44	175	4.29	per 100	sq.m.	141	28	113
Industrial	0%	0	0	5%	1 space per	60.0	sq.m.	0	0	0	0.8	per 100	sq.m.	0	0	0
Total Business	100%	13,712	147,538	-	-	-	-	480	152	328	-	-	-	281	92	189
Residential	-	245	units	0%	1.25	space per	unit	306	306	0	1.35	space per	unit	331	306	25
Total All								786	458	328				612	398	214

Office/Industry Employee:46.0

Office/Industry Visitor:4.0

Retail Employee:18.0

Retail Customer:72.0

Restaurant Employee:28.0

Restaurant Patron:113.0

Residential Visitor:25.0

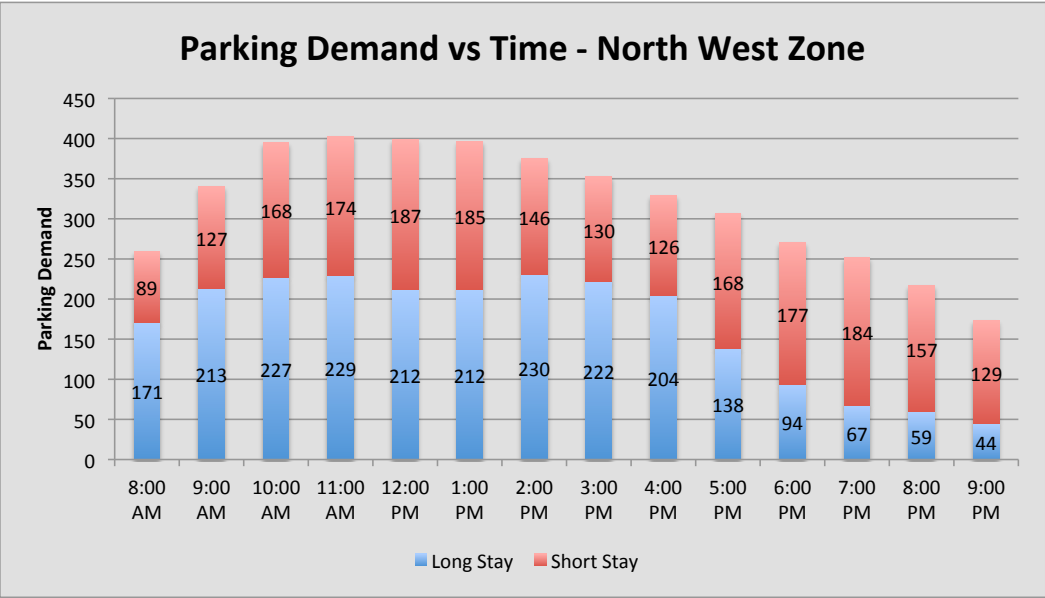
Total306.0

High River Downtown ARP - Shared Parking Analysis
Redevelopment Concept

North West Zone - Redevelopment Concept

Office/Indust. Employee:	178	Reduction	Office to Rest	Res to rest	Office to Ret
Office/Indust. Visitor:	16	Morning (8-10)	10%	0%	0%
Retail Employee:	19	Lunch (11-2)	15%	0%	0%
Retail Customer:	74	Afternoon (3-5)	10%	0%	0%
Restaurant Employee:	33	Evening (6-7)	10%	0%	0%
Restaurant Patron:	130	Night (8-9)	0%	0%	0%
Residential Visitor:	20				
Long Stay Single Use=	230				
Short Stay Single Use=	240				
Total Single Use =	470				

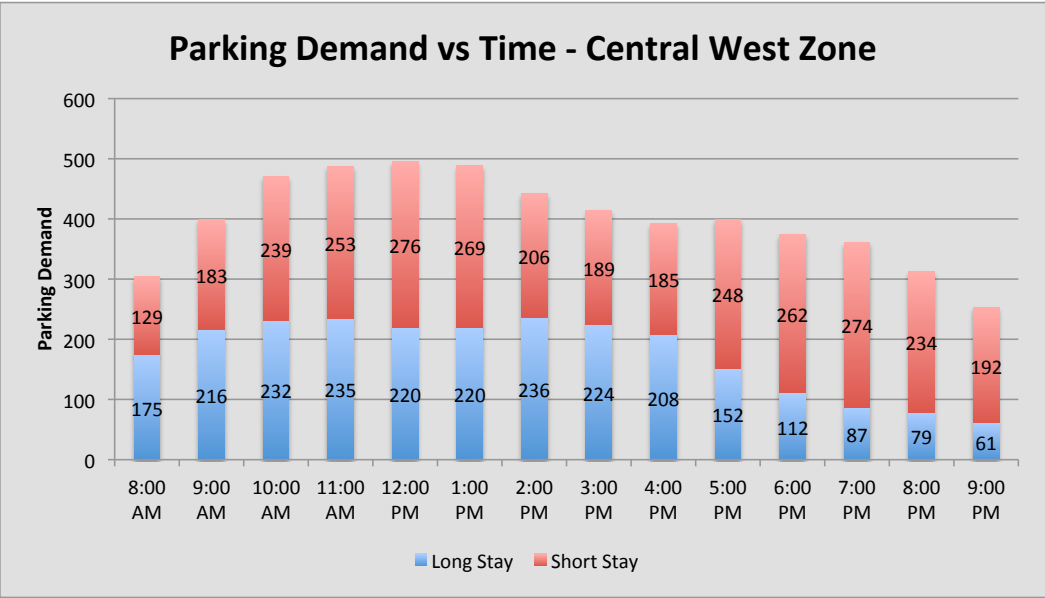
Time	Percentage Demand on a Weekday (ULI)							Demand per use							Parking Demand		
	Office Employee	Office Visitor	Retail Employee	Retail Customer	Restaurant Employee	Restaurant Patrons	Residential Visitor	Office Employee	Office Visitor	Retail Employee	Retail Customer	Restaurant Employee	Restaurant Patrons	Residential Visitor	Long Stay	Short Stay	Total
8:00 AM	75%	20%	40%	15%	90%	54%	20%	134	3	8	11	30	70	4	171	89	259
9:00 AM	95%	60%	75%	35%	90%	68%	20%	169	10	14	26	30	88	4	213	127	340
10:00 AM	100%	100%	85%	65%	100%	77%	20%	178	16	16	48	33	99	4	227	168	395
11:00 AM	100%	45%	95%	85%	100%	77%	20%	178	7	18	63	33	99	4	229	174	403
12:00 PM	90%	15%	100%	95%	100%	85%	20%	160	2	19	70	33	111	4	212	187	399
1:00 PM	90%	45%	100%	100%	100%	77%	20%	160	7	19	74	33	99	4	212	185	397
2:00 PM	100%	100%	100%	95%	100%	43%	20%	178	16	19	70	33	55	4	230	146	376
3:00 PM	100%	45%	100%	90%	75%	41%	20%	178	7	19	67	25	53	4	222	130	352
4:00 PM	90%	15%	100%	90%	75%	41%	20%	160	2	19	67	25	53	4	204	126	330
5:00 PM	50%	10%	95%	95%	95%	68%	40%	89	2	18	70	31	88	8	138	168	306
6:00 PM	25%	5%	95%	95%	95%	72%	60%	45	1	18	70	31	94	12	94	177	271
7:00 PM	10%	2%	95%	95%	95%	72%	100%	18	0	18	70	31	94	20	67	184	251
8:00 PM	7%	1%	90%	80%	90%	60%	100%	12	0	17	59	30	78	20	59	157	217
9:00 PM	3%	0%	75%	50%	75%	55%	100%	5	0	14	37	25	72	20	44	129	173
														MAX	229	174	403



Central West Zone - Redevelopment Concept

Office Employee:	161.0
Office Visitor:	14.0
Retail Employee:	27.0
Retail Customer:	110.0
Restaurant Employee:	48.0
Restaurant Patron:	192.0
Residential Visitor:	31.0
Long Stay Single Use=	236
Short Stay Single Use=	347
Total Single Use =	583

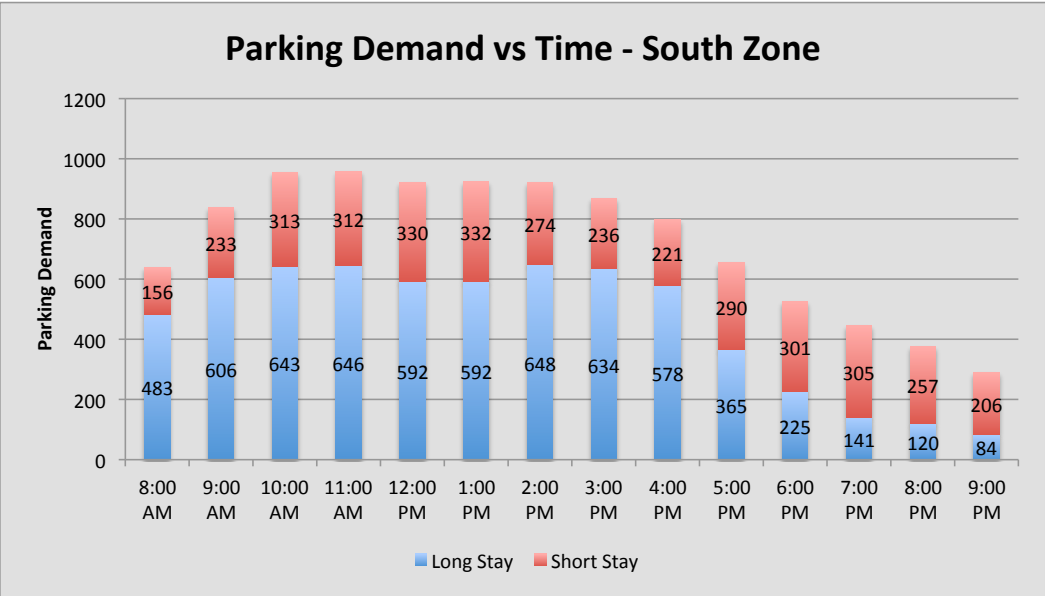
Time	Percentage Demand on a Weekday (ULI)							Demand per use						Parking Demand			
	Office Employee	Office Visitor	Retail Employee	Retail Customer	Restaurant Employee	Restaurant Patrons	Residential Visitor	Office Employee	Office Visitor	Retail Employee	Retail Customer	Restaurant Employee	Restaurant Patrons	Residential Visitor	Long Stay	Short Stay	Total
8:00 AM	75%	20%	40%	15%	90%	54%	20%	121	3	11	17	43	104	6	175	129	304
9:00 AM	95%	60%	75%	35%	90%	68%	20%	153	8	20	39	43	130	6	216	183	399
10:00 AM	100%	100%	85%	65%	100%	77%	20%	161	14	23	72	48	147	6	232	239	471
11:00 AM	100%	45%	95%	85%	100%	77%	20%	161	6	26	94	48	147	6	235	253	488
12:00 PM	90%	15%	100%	95%	100%	85%	20%	145	2	27	105	48	163	6	220	276	496
1:00 PM	90%	45%	100%	100%	100%	77%	20%	145	6	27	110	48	147	6	220	269	489
2:00 PM	100%	100%	100%	95%	100%	43%	20%	161	14	27	105	48	82	6	236	206	442
3:00 PM	100%	45%	100%	90%	75%	41%	20%	161	6	27	99	36	78	6	224	189	413
4:00 PM	90%	15%	100%	90%	75%	41%	20%	145	2	27	99	36	78	6	208	185	393
5:00 PM	50%	10%	95%	95%	95%	68%	40%	81	1	26	105	46	130	12	152	248	400
6:00 PM	25%	5%	95%	95%	95%	72%	60%	40	1	26	105	46	138	19	112	262	374
7:00 PM	10%	2%	95%	95%	95%	72%	100%	16	0	26	105	46	138	31	87	274	361
8:00 PM	7%	1%	90%	80%	90%	60%	100%	11	0	24	88	43	115	31	79	234	313
9:00 PM	3%	0%	75%	50%	75%	55%	100%	5	0	20	55	36	106	31	61	192	253
														MAX	220	276	496



South Zone - Redevelopment Concept

Office Employee:	558.0
Office Visitor:	49.0
Retail Employee:	33.0
Retail Customer:	131.0
Restaurant Employee:	57.0
Restaurant Patron:	230.0
Residential Visitor:	14.0
Long Stay Single Use=	648
Short Stay Single Use=	424
Total Single Use =	1072

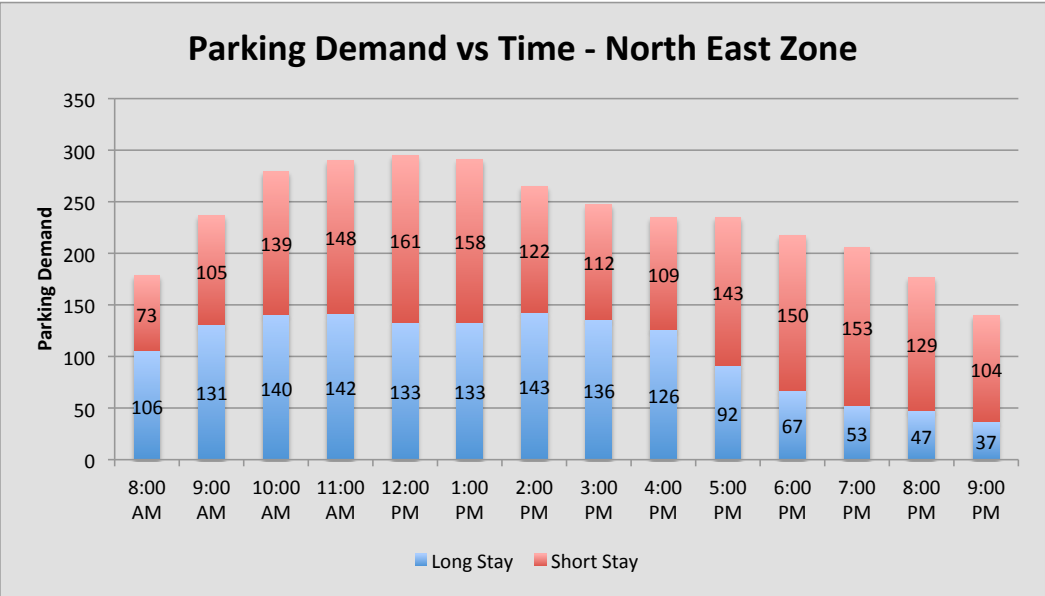
Time	Percentage Demand on a Weekday (ULI)							Demand per use							Parking Demand		
	Office Employee	Office Visitor	Retail Employee	Retail Customer	Restaurant Employee	Restaurant Patrons	Residential Visitor	Office Employee	Office Visitor	Retail Employee	Retail Customer	Restaurant Employee	Restaurant Patrons	Residential Visitor	Long Stay	Short Stay	Total
8:00 AM	75%	20%	40%	15%	90%	54%	20%	419	10	13	20	51	124	3	483	156	639
9:00 AM	95%	60%	75%	35%	90%	68%	20%	530	29	25	46	51	155	3	606	233	839
10:00 AM	100%	100%	85%	65%	100%	77%	20%	558	49	28	85	57	176	3	643	313	956
11:00 AM	100%	45%	95%	85%	100%	77%	20%	558	22	31	111	57	176	3	646	312	959
12:00 PM	90%	15%	100%	95%	100%	85%	20%	502	7	33	124	57	196	3	592	330	922
1:00 PM	90%	45%	100%	100%	100%	77%	20%	502	22	33	131	57	176	3	592	332	924
2:00 PM	100%	100%	100%	95%	100%	43%	20%	558	49	33	124	57	98	3	648	274	922
3:00 PM	100%	45%	100%	90%	75%	41%	20%	558	22	33	118	43	93	3	634	236	870
4:00 PM	90%	15%	100%	90%	75%	41%	20%	502	7	33	118	43	93	3	578	221	799
5:00 PM	50%	10%	95%	95%	95%	68%	40%	279	5	31	124	54	155	6	365	290	655
6:00 PM	25%	5%	95%	95%	95%	72%	60%	140	2	31	124	54	166	8	225	301	526
7:00 PM	10%	2%	95%	95%	95%	72%	100%	56	1	31	124	54	166	14	141	305	446
8:00 PM	7%	1%	90%	80%	90%	60%	100%	39	0	30	105	51	138	14	120	257	377
9:00 PM	3%	0%	75%	50%	75%	55%	100%	17	0	25	66	43	127	14	84	206	290
														MAX	646	312	959



North East Zone - Redevelopment Concept

Office Employee:	98.0
Office Visitor:	9.0
Retail Employee:	17.0
Retail Customer:	68.0
Restaurant Employee:	28.0
Restaurant Patron:	110.0
Residential Visitor:	9.0
Long Stay Single Use=	143
Short Stay Single Use=	196
Total Single Use =	339

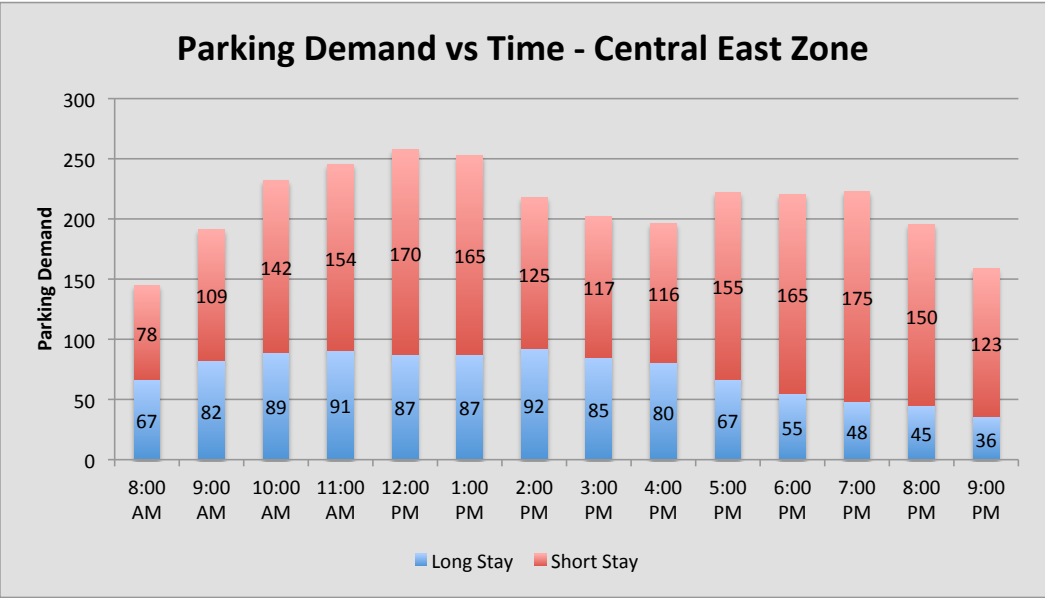
Time	Percentage Demand on a Weekday (ULI)							Demand per use							Parking Demand		
	Office Employee	Office Visitor	Retail Employee	Retail Customer	Restaurant Employee	Restaurant Patrons	Residential Visitor	Office Employee	Office Visitor	Retail Employee	Retail Customer	Restaurant Employee	Restaurant Patrons	Residential Visitor	Long Stay	Short Stay	Total
8:00 AM	75%	20%	40%	15%	90%	54%	20%	74	2	7	10	25	59	2	106	73	179
9:00 AM	95%	60%	75%	35%	90%	68%	20%	93	5	13	24	25	74	2	131	105	236
10:00 AM	100%	100%	85%	65%	100%	77%	20%	98	9	14	44	28	84	2	140	139	280
11:00 AM	100%	45%	95%	85%	100%	77%	20%	98	4	16	58	28	84	2	142	148	290
12:00 PM	90%	15%	100%	95%	100%	85%	20%	88	1	17	65	28	94	2	133	161	294
1:00 PM	90%	45%	100%	100%	100%	77%	20%	88	4	17	68	28	84	2	133	158	291
2:00 PM	100%	100%	100%	95%	100%	43%	20%	98	9	17	65	28	47	2	143	122	265
3:00 PM	100%	45%	100%	90%	75%	41%	20%	98	4	17	61	21	45	2	136	112	248
4:00 PM	90%	15%	100%	90%	75%	41%	20%	88	1	17	61	21	45	2	126	109	235
5:00 PM	50%	10%	95%	95%	95%	68%	40%	49	1	16	65	27	74	4	92	143	235
6:00 PM	25%	5%	95%	95%	95%	72%	60%	25	0	16	65	27	79	5	67	150	217
7:00 PM	10%	2%	95%	95%	95%	72%	100%	10	0	16	65	27	79	9	53	153	206
8:00 PM	7%	1%	90%	80%	90%	60%	100%	7	0	15	54	25	66	9	47	129	177
9:00 PM	3%	0%	75%	50%	75%	55%	100%	3	0	13	34	21	61	9	37	104	140
MAX															133	161	294



Central East Zone - Redevelopment Concept

Office Employee:	46.0
Office Visitor:	4.0
Retail Employee:	18.0
Retail Customer:	72.0
Restaurant Employee:	28.0
Restaurant Patron:	113.0
Residential Visitor:	25.0
Long Stay Single Use=	92
Short Stay Single Use=	214
Total Single Use =	306

Time	Percentage Demand on a Weekday (ULI)							Demand per use							Parking Demand		
	Office Employee	Office Visitor	Retail Employee	Retail Customer	Restaurant Employee	Restaurant Patrons	Residential Visitor	Office Employee	Office Visitor	Retail Employee	Retail Customer	Restaurant Employee	Restaurant Patrons	Residential Visitor	Long Stay	Short Stay	Total
8:00 AM	75%	20%	40%	15%	90%	54%	20%	35	1	7	11	25	61	5	67	78	145
9:00 AM	95%	60%	75%	35%	90%	68%	20%	44	2	14	25	25	76	5	82	109	191
10:00 AM	100%	100%	85%	65%	100%	77%	20%	46	4	15	47	28	86	5	89	142	232
11:00 AM	100%	45%	95%	85%	100%	77%	20%	46	2	17	61	28	86	5	91	154	246
12:00 PM	90%	15%	100%	95%	100%	85%	20%	41	1	18	68	28	96	5	87	170	257
1:00 PM	90%	45%	100%	100%	100%	77%	20%	41	2	18	72	28	86	5	87	165	253
2:00 PM	100%	100%	100%	95%	100%	43%	20%	46	4	18	68	28	48	5	92	125	217
3:00 PM	100%	45%	100%	90%	75%	41%	20%	46	2	18	65	21	46	5	85	117	202
4:00 PM	90%	15%	100%	90%	75%	41%	20%	41	1	18	65	21	46	5	80	116	197
5:00 PM	50%	10%	95%	95%	95%	68%	40%	23	0	17	68	27	76	10	67	155	222
6:00 PM	25%	5%	95%	95%	95%	72%	60%	12	0	17	68	27	81	15	55	165	220
7:00 PM	10%	2%	95%	95%	95%	72%	100%	5	0	17	68	27	81	25	48	175	223
8:00 PM	7%	1%	90%	80%	90%	60%	100%	3	0	16	58	25	68	25	45	150	195
9:00 PM	3%	0%	75%	50%	75%	55%	100%	1	0	14	36	21	62	25	36	123	159
														MAX	87	170	257



APPENDIX B

CTEP/By-Law Parking Comparison Review



Land Use	High River Bylaw Parking Requirement	Recommendation	Industry Based ¹			Empirical Data Sets ²		
			Average	85 th Percentile	33 rd Percentile	Average	85 th Percentile	33 rd Percentile
Hotel (per room)	1 space/guest room + 1 space/employee	Use local data	0.91	1.14	0.72	0.47	0.60	0.37
Residential Dwellings/unit	2 spaces/dwelling unit	Use ITE	1.83	2.14	1.67	1.85	1.91	1.80
Multi-Family Dwellings/unit	1.25 spaces/dwelling unit	Use ITE	1.46	1.62	1.39	1.42	1.83	1.17
General Office/93 m ²	1 space/40.0 m ² (430.6 ft ²)	Use local data	2.84	3.44	2.57	1.52	1.86	1.32
Medical/Dental Office/93 m ²	1 space/40.0 m ² (430.6 ft ²)	Use ITE	3.53	4.30	2.92	5.31	6.96	4.02
Strip Mall/93m ²	1 space/40.0 m ² (430.6 ft ²) 1 space/30.0 m ² (322.9 ft ²)	Use local data	4.74	5.92	4.23	1.13	1.51	0.94
Big Box Shopping/93m ²	1 space/25.0 m ² (269.1 ft ²)	Use local data				0.73	1.09	0.57
Sit-Down Restaurant/seat	1 space/4 seats	Use local data	0.47	0.72	0.35	0.22	0.39	0.08
Fast Food Restaurant/seat	1 space/4 seats	Further study	0.52	0.77	0.37	0.23	0.33	0.17
Fast Food Restaurant/93 m ² GFA	1 space/4 seats	Further study	12.4	14.5	13.1	6.67	10.40	4.70

¹ Through other sources of parking information such as the Institute of Transportation Engineers (ITE) Parking Generation Manual¹ and other known parking literature including but not limited to the Urban Land Institute (ULI), Transportation Research Board (TRB), and Transportation Association of Canada (TAC)

² Based on the overall results for the physical count program and the associated statistical analysis undertaken for the CTEP 2005 study.

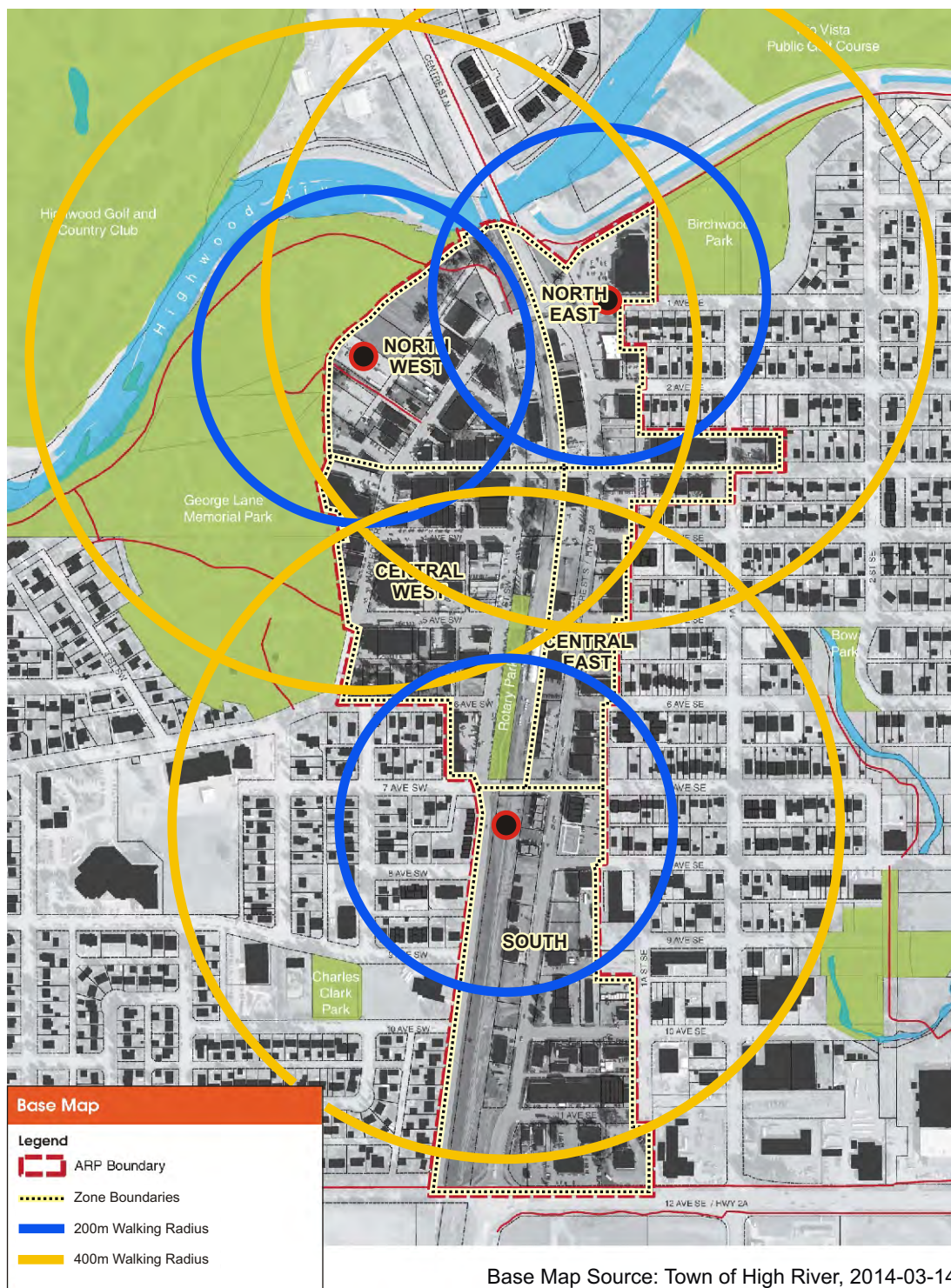
Land Use	High River Parking Requirement	Parking Requirement Range ³		
		Maximum Rate	Minimum Rate	Average Rate
Hotel	1 space/guest room + 1 space/employee	1/room	1/room	1/room
Single Family Dwellings	2 spaces/dwelling unit	2/unit	2/unit	2/unit
Multi-Family Dwellings	1.25 spaces/dwelling unit	2/unit	1.5/unit	1.89/unit
General Office	1 space/40.0 m ² (430.6 ft ²)	3.2/93 m ² GFA	1.86/93 m ² GFA	2.32/93 m ² GFA
Medical/ Dental Office	1 space/40.0 m ² (430.6 ft ²)	9.95/93 m ² GFA	2.51/93 m ² GFA	6.23/93 m ² GFA
Strip Mall	1 space/40.0 m ² (430.6 ft ²) 1 space/30.0 m ² (322.9 ft ²)	3.2/93 m ² GFA	1.86 /93m ² GFA	2.42/93 m ² GFA
Big Box Shopping	1 space/25.0 m ² (269.1 ft ²)			
Sit-Down Restaurant	1 space/4 seats	0.33 seats	0.17 seats	0.25/ seats
Fast Food Restaurant	1 space/4 seats			

³ Off-street parking requirements as provided through the various Land Use By-Laws throughout Alberta: Okotoks, High River, Cochrane, Canmore, Banff, Olds, Sylvan Lake, Didsbury, Chestermere, Strathmore

APPENDIX C

Walking Distance Analysis





Base Map Source: Town of High River, 2014-03-14,
(Imagery: 2013-09)

Exhibit C-1

Walking Distance Analysis

High River Downtown ARP
September 2014 Scale NTS



APPENDIX D

Glossary



Glossary

Cash-in lieu (also called fee-in-lieu): A method whereby developers provide a lower number of spaces than required and contribute money to the Town cash in lieu fund to build a parking facility off site. Most notable among the cities employing this method is Calgary.

Long-term parking - Parking spaces intended for 4 hours or more duration, for use by commuters and/or residents.

On-street parking - parking spaces included in the curb land of the street.

Off-Street Parking - parking spaces on a separate piece of land, not on the street.

Parking Authority - An agency that manages public parking facilities in an area.

Parking Demand - Number of spaces that could be occupied at a particular location, time, and price.

Parking Requirements - number of parking spaces that must be supplied at a particular location, which is often mandated in the land use by-law.

Parking Supply - number of spaces available at a particular location.

Practical Parking Supply - A parking supply value that takes into consideration when parking spaces are not usable due to improper parking or the affects of snow clearing.

Peak Parking - time period when parking demand is at its greatest.

Public Parking - Parking facilities that may be used by the general public.

Private Parking - parking spaces that may only be used for particular land use and/or by a particular user.

Short-term Parking - Parking spaces intended for 2-hours or less for use by delivery vehicles, customers, and visitors.

Shared Parking - More than one user shares a parking lot that serves multiple destinations and parking spaces.

Transit - Transportation services using shared vehicles (e.g., bus) that provides local and/or regional transportation service to the general public.

Transportation Demand Management - General term for various strategies and programs that result in more efficient use of transportation resources, by changing the travel time, route, mode, destination, and frequency.

D. CULTURAL PLAN



Town of High River Cultural Plan

Town of High River
Downtown ARP

November 2014

Lord Cultural Resources is a global professional practice dedicated to creating cultural capital worldwide.

We assist people, communities and organizations to realize and enhance cultural meaning and expression.

We distinguish ourselves through a comprehensive and integrated full-service offering built on a foundation of key competencies: visioning, planning and implementation.

We value and believe in cultural expression as essential for all people. We conduct ourselves with respect for collaboration, local adaptation and cultural diversity, embodying the highest standards of integrity, ethics and professional practice.

We help clients clarify their goals; we provide them with the tools to achieve those goals; and we leave a legacy as a result of training and collaboration.

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EXECUTIVE SUMMARY

INTRODUCTION

High River, Alberta is a vibrant and resilient municipality passionate about its town, traditions and history. One of the most scenic riverfront communities in southern Alberta, High River has a highly engaged community of professional and amateur artists, musicians and performers and boasts a robust and vibrant arts and cultural scene.

As the Town prepares to undergo major reconstruction following the floods of 2013, cultural facilities, programs and activities continue to be seen as integral to the vitality of the town and of the downtown area. The Downtown Area Redevelopment Plan (ARP) process provides the municipality and residents alike an opportunity to review, refocus and re-imagine the downtown area and fulfill the goals of transforming it into a pedestrian-friendly, mixed-use and vibrant area that provides opportunities for people to live, work and play. To ensure that the value of culture is recognized and integrated into future plans and guidelines, Lord Cultural Resources was subcontracted by O2 Planning + Design Inc. to develop a Cultural Plan for the downtown.

Municipal cultural planning is a process for identifying and leveraging a community's cultural assets and resources to support economic and community development. By exploiting the value of this "cultural capital" to the fullest, towns like High River can create new business and tourism opportunities, generate investment, improve quality of life, foster creativity and innovation, and improve environmental sustainability, public well-being and safety.

The High River Cultural Plan is informed by a number of research inputs, including a background review, community consultation and desk-side research. By understanding the cultural and heritage resources in High River and the needs of the cultural community (pre- and post-flood), this cultural strategy provides a framework for ensuring that culture and heritage resources in the downtown area are supported, enhanced and sustained for the benefit of current and future generations.

STATE OF CULTURE

It was clear from public consultation that residents of High River place a high value on arts and culture in their community, as well as the opportunity to learn, get involved and express their creativity. It was also agreed that High River's cultural products, such as the Farmer's and Artisan Markets, Museum of the Highwood, downtown heritage district, George Lane Park, community of skilled artists, and events and festivals such as the Little Britches Rodeo, Alberta Culture Days and the Santa Claus Parade had much to offer and attract tourists.

Prior to the flood, the demand for cultural programs and services was increasing and had begun to outgrow what the Town could provide in terms of cultural facilities. Currently, participation is low as the Town focuses on rebuilding; however damage sustained has put new pressures on facilities. Looking to the future, the population of High River is also forecast to grow from 13,000 to 30,000 in the next 30 years. At this stage of recovery, there is a real and immediate need to begin planning for how the Town can further expand and improve their overburdened and outdated facilities. It also presents an excellent opportunity to establish High River as a vibrant, welcoming and creative hub in the south of Alberta.

Based on research, analysis and public consultation, the following cultural issues were prioritized as requiring critical attention in High River in order for the Town to move forward:

1. Broader Cultural Participation – Participation and attendance have been depressed since the flood and increased coordination of communication on programs and events is required to ensure wider participation
2. Youth Engagement – There is a need to engage youth in cultural leadership and planning, as well as to offer more flexible opportunities to include youth in High River cultural programs and services.
3. Creative Sector Growth and Development – There is a need to build capacity for artists, cultural groups and creative professionals to grow and sustain cultural activity in the community.
4. Performing Arts Spaces – Improved performing arts facilities are needed, for musical performances and live theatre.
5. Heritage – Strategic planning is required to protect built heritage, natural heritage and intangible heritage assets and to address current and future preservation needs.
6. Cultural Infrastructure – There is a need to redevelop, plan and build up cultural infrastructure in the Town to address present and anticipated demand for culture, particularly with regard to the Museum of the Highwood and the Centennial Library.

VISION

From the public consultation process, a number of high-level goals emerged. Further developed by the client and consultant team, these goals represent a broad vision for the kind of place that High River is or should become in the future.

High River will be a place where:

- A vibrant downtown cultural scene thrives and enriches the quality of life for residents, workers and visitors;
- An inviting and inclusive environment is fostered to value everyone's contributions, creativity and talents;
- Creativity is actively cultivated and leveraged for the future economic development of the Town;
- High River's heritage is celebrated and protected as the foundation of the Town, but is also used as a key source of inspiration to create new contemporary meaning and significance;
- Quality spaces nurture cultural practitioners and showcase their work in the best possible way.

PRIORITIES AND STRATEGIES

Through a process of public consultation with High River residents, cultural leaders, municipal officers and local business representatives, four priorities have been established which the cultural plan must address. These priorities are outlined below along with the key strategies necessary to realize High River's cultural vision:

1. Develop the downtown area as a vibrant hub of cultural activity;

- STRATEGY 1A: High River should develop and expand existing cultural anchors within the downtown area.
- STRATEGY 1B: High River should establish new cultural anchors or relocate existing cultural anchors within the downtown area. Where this is not feasible and/or desirable, efforts should concentrate on delivering cultural programming at indoor and outdoor downtown locations or in partnership with existing downtown cultural anchors.
- STRATEGY 1C: High River should beautify, animate and link outdoor spaces such as parks, plazas/squares, streets, and sidewalks with seasonal plantings, improved signage, public art, interpretation, and a variety of year-round cultural activities.
- STRATEGY 1D: High River should ensure that artists and creative industries have access to affordable space within the downtown area for creation, display, retail and performance.

2. Preserve and celebrate the Town's unique aspects;

- STRATEGY 2A: High River should continue to celebrate its diverse culture, unique history and local talent.
- STRATEGY 2B: High River should promote and invest in the protection and preservation of its built heritage.
- STRATEGY 2C: High River should promote and invest in the protection and preservation of its natural heritage.
- STRATEGY 2D: High River should establish and invest in a regular public art program.

3. Foster the growth and maturation of the local cultural sector;

- STRATEGY 3A: High River should expand the strategic cultural vision for the Downtown area to provide direction for cultural planning which encompasses the whole Town.
- STRATEGY 3B: High River should strengthen existing cultural leadership while developing future leaders.
- STRATEGY 3C: High River should actively encourage volunteering.
- STRATEGY 3D: High River should be developed, positioned and marketed as a welcoming and supportive "creative hub" in which to live and work and should ensure that cultural facilities and activities spaces are of a high design quality in order to attract the creative industries.

4. Encourage widespread cultural participation.

- STRATEGY 4A: High River should build greater awareness of local artists, programs and events within the Town and clearly demonstrate that culture is and will continue to be a municipal priority.
- STRATEGY 4B: High River should champion the diversification of municipal and other cultural programming and ensure that activity is varied, inclusive and affordable.
- STRATEGY 4C: High River should develop new and existing programs and facilities to engage more youth aged 12-19 in cultural activities.
- STRATEGY 4D: High River should leverage the Town's unique cultural selling points such as the diverse creative community, cultural events and experiences, ties with film and television, the heritage downtown, and notable history and locals to position and brand the Town as a "creative destination" or "art town" and ensure it offers a full day and/or weekend tourist experience.

These priorities are distinct, and yet are broad enough to adapt to change as High River continues to grow and evolve in the coming years. This plan provides a flexible framework for artists, cultural participants, organizations, and funders to guide the future development of culture in High River.

1. INTRODUCTION

In February 2014, Lord Cultural Resources was subcontracted by O2 Planning + Design Inc. to develop the Cultural Plan component of the Town of High River's Downtown Area Redevelopment Plan (ARP). As the Town is undergoing major reconstruction following the floods of 2013, the ARP process provides the municipality and residents alike an opportunity to review, refocus and re-imagine the downtown area and fulfill the goals of transforming it into a pedestrian-friendly, mixed-use and vibrant area that provides opportunities for people to live, work and play.

For the Town of High River, culture plays a fundamental role in the downtown and support for cultural activities and development is seen as integral to the vitality of the area. This strategic plan addresses High River's cultural needs and outlines a policy for its sustainability and growth into the future.

1.1 WHAT IS MUNICIPAL CULTURAL PLANNING?

Municipal cultural planning is a method for identifying a community's cultural assets and resources and leveraging them to support economic and community development, integrating culture across all facets of local planning, development and decision-making. Strategic in nature, Municipal Cultural Planning is an iterative, interdisciplinary and collaborative process – one which includes the leadership of municipal officials and the input and participation of local residents and the organizations, individuals and businesses that make up or are affected by the cultural sector. The process starts by taking a broad perspective of the cultural landscape, examining recent social, political and cultural trends in the province of Alberta and across Canada that might impact or influence the future prosperity and well-being of the Town. Focus narrows when we begin to consider the Town's unique cultural strengths and weaknesses, as well as the key needs or issues it currently faces. Based on this research and analysis, the process then concentrates on the development of a vision for the future, overarching goals for culture in High River, and an action plan for moving forward to fulfill the identified goals.

The value of culture's impact is broad and wide reaching:

- **Economic Development:** Culture holds the potential to attract and retain a creative workforce and its employers, foster urban regeneration and improve property values, and attract cultural tourists.

- **Community Cohesion:** Culture provides a vehicle for meaningful community engagement. Culture can strengthen community bonds, foster inclusivity, and break down barriers associated with misunderstanding.
- **Innovation:** Creative thinking leads to new ideas. Culture can foster new uses for community spaces, new models for local businesses, and new uses for ordinary or obsolete objects.
- **Environmental Sustainability:** Culture provides a forum for addressing important environmental issues. Cultural districts encourage the reuse of empty spaces and support alternative modes of transportation. Culture can also support local and sustainable food sources.
- **Public Health and Well-Being:** Culture propels active discovery. Whether through visiting the local museum, participating in a heritage street festival or taking a dip in the outdoor swimming pool with some friends, culture promotes healthy movement, meaningful social interaction and stimulates mental curiosity.
- **Lifelong Learning:** Culture promotes cognitive and emotional development and offers rich opportunities for continuous learning and challenging our assumptions.
- **Public Safety:** Culture establishes positive and safe community spaces, fostering neighbourly interaction and familiarity with the local community.
- **Quality of Life:** Culture shapes and inspires, it helps establish important and meaningful bonds, and it touches us in ways which are difficult to quantify. Culture is an essential component of human experience and engaging in it supports an increased quality of life.

1.2 WHAT IS A CULTURAL PLAN?

A cultural plan translates the cultural needs, opportunities and identity of a community into a tool for implementing recommendations. These recommendations seek to address gaps in cultural service delivery, expand participation, protect key assets, broaden the impact of culture, identify new opportunities, and carve out civic identity through cultural expression.

A cultural plan is launched to address distinct objectives specific to the cultural sector of a town or city. This includes arts and heritage, creative industries, and resource providers from both the public and private sectors. A cultural plan outlines a broad framework for the role that culture will play in civic life.

1.3 WHAT DOES THIS PLAN DO?

By understanding the cultural and heritage resources in High River and the needs of residents and the cultural community, this Cultural Plan provides a framework for ensuring that culture and heritage resources within the Downtown ARP boundaries are supported, enhanced and sustained for the benefit of current and future generations.

1.4 CULTURAL PLANNING PROCESS

The Cultural Plan is informed by a number of research inputs, including a background review, community consultation and desk-based research. Please see Appendix A for a list of the documents reviewed.

The community consultation was comprised of:

- Two public meetings held at the Highwood Memorial Centre
- Two group meeting with members of the Arts and Culture Advisory Committee and the Heritage Advisory Board
- Telephone interviews with 15 community stakeholders

Please see Appendix B for a list of stakeholders who generously gave their time to speak with the consultant team and provided additional insight and information to help form a complete picture of the state of culture in High River and the Town's cultural needs going forward.

The consultant team also undertook a desk-side review of trends in municipal cultural planning, cultural provision and best practice examples in order to provide strategic direction and inspiration for proposed initiatives.

2. STATE OF CULTURE IN HIGH RIVER

High River, approximately 37 km south of Calgary, is a vibrant and resilient municipality passionate about its town, traditions and history. One of the most scenic riverfront communities in southern Alberta, High River has a highly engaged community of professional and amateur artists, musicians and performers and boasts a robust and vibrant arts and cultural scene. The municipality's facilities and services, special interest groups, organizations, individuals and private enterprises offer a number of cultural programs, activities and events. This section assesses the state of culture in High River by analyzing the current situation with regard to facilities, programming, participation and diversity and the state of the "creative class" and organizational capacity in the Town.

2.1 CULTURAL OVERVIEW

2.1.1 CULTURAL SPACES AND FACILITIES

2.1.1.1 Music and Performance

Live music is a big part of the cultural offerings of High River. Musicians of multiple genres including jazz, blues, rock and country perform regularly in many of the bars, pubs and restaurants – many of these featuring "open mic nights" for budding amateurs. For choral, chamber and more classical performances, the United Church and Royal Canadian Legion serve as adequate venues, consistently presenting excellent music programs. The Gift of Music Concert Series and the High River & District Lions Music Festival are also very popular vehicles for classical music for youth and adults.

Following the devastating flood in High River in 2013, many of the Town's popular downtown live music venues were destroyed or severely damaged. Some existing venues have not recovered and new businesses have not yet opened to take their place. The live music scene has suffered, unable to find appropriate performance spaces. The lack of appropriate performance space is also a challenge for other performers including the community theatre groups – the Windmill Theatre Players and High River Community Theatre – and contemporary and classical dance companies and schools.

The Highwood Memorial Centre and the Centennial Library each have their own performance spaces that hold approximately 500 and 58 people respectively. Although, the Highwood Memorial Centre can accommodate larger audiences, it is a multi-purpose facility functioning as a banquet and event space, as well as performance space. This sometimes leads to competition for booking with weddings and functions. Consultation has highlighted that the inadequate back-of-house and staging facilities and non-raked audience seating restricts the complexity of performances that can be mounted, the level of artistic professionalism that can be achieved, and the length for run of a production. Audience members felt that the performance space also lacks the atmosphere that a dedicated theatre experience can provide and some local groups and other local performers considered the Highwood Memorial Centre costly to rent.

The W.O. Mitchell Theatre at the Centennial Library is a more purpose built space and is frequently used for performance. However, this space is considered too small for certain theatrical performances and is not wheelchair accessible. The Library Board has also indicated that it would prefer not to manage this space any longer, so it may instead focus on the business of lending books and continue to serve as a valuable resource to the community.

2.1.1.2 Visual, Applied and Literary Arts

High River's Culture Centre caters to the community's cultural needs with a range of activities and classes including visual arts, dance and music. The centre also has a studio in the basement with pottery wheels and an electric kiln. The Culture Centre delivers its programs in a 900 sq.ft. space - just enough space to meet the community's cultural demands at peak times. Additional programs are offered at the nearby Charles Clark Medical Centre, but only on a temporary basis. Arrangements for occupancy and use of this space are not secure and the medical centre has the option to take back the space at short notice for its own needs. This would disrupt cultural programming and put pressure on the existing space of the Culture Centre and other Town-run leisure facilities.

The High River Centennial Library is considered one of the Town's most significant cultural assets. It is heavily used by a range of audiences borrowing some 71,000 items per year from the collection and offers a wide and diverse range of cultural programs including watercolour painting, language classes, movie nights and reading clubs. After the flood, the library was forced to move to a temporary location because of damage to the existing building and many of its books were lost. Because of its limited space in the temporary location, the library has loaned much of its collection to other libraries in their network. The library is now faced with a critical decision to rebuild and expand at its current location or to potentially relocate.

The historic Wales Theatre, featuring one of the last free-standing balconies in Canada, screens first run films daily for families, adults and children. The independent, commercially-run cinema has recently reopened after extensive refurbishment and includes new projection equipment and seats. For High River's cinephiles, Foothills Film Club (formerly the Wales Watchers) brings the best selection of new releases from the Toronto International Film Festival circuit. The Foothills Film Club keeps all ticket proceeds and revenues from concession sales go back to the Wales Theatre. The Irish comedy *Life's a Breeze*, the first Foothills Film movie since the flood, broke club records with more than 100 people in attendance.

2.1.1.3 Heritage

Heritage is both respected and honoured by the Town's residents. Notable residents include former Canadian Prime Minister Joe Clark, author W.O. Mitchell and musician Amos Garret. Public and municipal interest in heritage preservation is positive. Six buildings in High River are listed on the Alberta Register of Historic Places. The Museum of the Highwood and the family home of Joe Clark are both designated Provincial Historic Resources which fall within the ARP boundary. The Museum of the Highwood is also a Municipal Heritage Resource, along with the Sheppard/Maccoy House and the Town Farm House (McLaughlin Farm Site), although the latter two are not within the downtown area. The Town's Phase One Downtown Heritage Inventory Report listed 20 other sites as having historical significance, further reinforcing the Town's commitment to its history. These sites include the Wales Theatre, the Old Post Office building and St. Benedict Church.

Natural heritage also plays a major role in the lives of the Town's resident – with the Highwood River, Little Bow River and George Land Park central to the Town. High River is also developing a reputation for bird watching, particularly at the nearby Frank Lake Conservation Area which was listed by Ducks Unlimited as one of Canada's 597 Important Bird Areas¹.

Sixteen murals throughout the downtown, dating from as early as 1990, illustrate the Town's history and a walking trail maps out a route for visitors to enjoy them. Currently these murals are in a poor condition. The Town of High River has also developed subcommittees to oversee the completion of two new murals by 2016 to commemorate the 2013 flood.

The remnant of the Medicine Tree (estimated to be approximately 110 years old) continues to be an icon for the Town, reflecting the community's heritage and close ties to the land. Its importance derives from its unusual shape, created through a natural grafting of two cottonwood trees into a single trunk. First Nations people considered the tree's unusual shape to be a sign of prosperity and healing powers from the Spirits. The image of this special tree is at the heart of the Town of High River logo. The tree represents the prosperity and plenty that the original people found here and is a symbol of the perseverance, strength and sense of community. In 2011, the remains of the tree were removed from its permanent location in George Lane Park due to the unsound structure under which the tree was located. It underwent extensive conservation supervised by the Museum of the Highwood. As of yet, no definitive plans have been made to reinstate the tree. It has been confirmed that the tree is in a stable condition and is robust enough to be installed outside; however it would again require an additional covering structure to protect it from the weather.

High River's authentic heritage buildings, streetscapes and landscapes are also of great appeal to the film and television industry. High River has been the location of choice for a number of film and television series, including as a set for "Smallville" in *Superman II*, as well as High River Montana in Nickelodeon's series *Caitlin's Way* and the CBC television series *Heartland* recently renewed for the 8th season.

2.1.1.4 Museums and Galleries

The Town's history comes alive through images and objects in the galleries of the Museum of the Highwood. Located in the historic former CPR railway station, the museum attracts over

¹The Canadian Important Bird Areas Program is a science-based initiative from Duck's Unlimited to identify, conserve, and monitor a network of sites that provide essential habitat for Canada's bird populations.

4,000 visitors annually. Unfortunately, some 80% of the museum's collection, stored in the basement of the Highwood Memorial Centre, was destroyed in the 2013 flood. Currently efforts are being made to conserve what remains of the collection and items are being stored in a rented strip mall location. Going forward, the museum will be unable to continue to store their collection below grade and a more suitable storage facility must be found or built. The museum also requires more gallery and interpretive space and is desirous to become more financially sustainable in the future, which means developing new income generating opportunities.

Private galleries such as Evanescence, Art and Soul and Pike Studio Pottery feature local and regional authors, potters and visual artists individually and as artist collectives.

2.1.2 PROGRAMS AND EVENTS

Cultural programs offered by the Town include an annual calendar of activities and a roster of festivals and events (please see Appendix C for an indicative list). Programming is formally scheduled and requires registration in order to secure participation. Consultation suggested that older and family audiences in High River were well provided for, but that youth opportunities were lacking. This may be a result of changing needs and tastes of youth and young professionals, particularly with regards to unpredictable schedules and the decrease of leisure time among Canadians in the past ten years. There is now growing demand for spontaneous, informal, and self-scheduled activities where youth and adults can drop in at their own convenience. Additionally, people are engaging with cultural activity as a form of socialization rather than learning. Future cultural programming needs to be packaged in increasingly convenient and attractive ways to remain of interest.

A regular High River activity is the Town's outdoor Farmer's Market (June to September). Although it is well used, residents have noted that the changing Farmer's Market location has created a distinct barrier for vendors and for attendees. Also, the Farmer's market is somewhat restricted to Thursday evenings as many of the vendors also attend other regional markets already scheduled for Wednesdays, Fridays, Saturdays and Sundays. An Artisan Market also operates from June to August on Saturdays and includes local designers, makers and growers with live music and family activities.

Popular festivals and events in High River include Alberta Culture Days - which in 2014 featured 100 local and regional artists across 25 venues - the annual River City Classic Show N Shine car show and the International Balloon Festival. The Little Britches Parade and Rodeo, Guy Weadick Chuckwagon Races and the unique Santa Claus parade featuring night time floats and displays all reflect the Town's community spirit and traditions. Many of the events are held in the summer months when weather is more favourable, particularly during September. These events are also an important draw for tourists and visitors from Calgary and the region. Some events are held outside of the ARP boundary e.g. at the rodeo grounds, drawing focus away from the downtown.

George Lane Park is a key location in close proximity to the downtown for these types of outdoor festivals and events. Closest to the river, the park suffered greatly during the flood and over 10,000 cubic metres of silt was removed from the park during its year-long refurbishment. The main area of the park has been fully rehabilitated including the ball diamond, playground and outdoor concert stage and reopened in time for the Canada Day

celebrations in 2014. The main campground and community campsite have not yet been reopened.

2.1.3 DIVERSITY AND PARTICIPATION

Despite the many cultural offerings, there are many residents of High River who do not partake in cultural activities because of real or perceived barriers. Financial access, location, diverse interests, lack of time, and demographic makeup have all been identified as impediments for greater participation and engagement with culture in the Town. The need for winter activities has also been highlighted. Additionally, the 2013 flood has had a significant impact on cultural participation. With many people focused on rebuilding their own lives and businesses, little time or resources have remained to re-engage with cultural pursuits and pastimes.

The Town's many cultural programs and services cater to a wide range of residents – from young children, families and older adults. However, consultation has highlighted the Filipino and Mexican communities and youth as underserved audiences. The Museum of the Highwood has begun small events such as Cinco de Mayo, to appeal to these communities but there remain limited cultural opportunities for youth in High River. Despite efforts made to create facilities and programs for youth by the Foothills Youth Foundation, the Youth Centre (located outside of the Downtown area across from the High School) is mostly used by younger children (9-12 year olds) and has become a deterrent for most youths aged 12-19 years. Music outlets for youth are also limited. Much of the music scene in High River takes place in the pubs, bars and taverns in Town – restricting the opportunities for young teenage musicians due to alcohol-related laws.

Recognizing a need to service the youth in the community, High River's Family and Community Services (FCSS) created the Youth Collective, a collaborative group of local community agencies and residents working to engage the Town's youth. The focus of this initiative is primarily for the social well-being (i.e. employment, mental health, drug addiction) for youth, not specifically cultural activities.

2.1.4 INDUSTRIAL ARTS DISTRICT

In 2011, the Town of High River passed a bylaw amendment to make the light industrial area southeast of the downtown core a more attractive location for the local arts community to locate and setup businesses. The Industrial Arts District now allows for mixed-use development in the Special Commercial Industrial (CM) and Light Industrial (M-1) areas along Centre Street between 7th Ave SE and 12th Ave SE. The bylaw, which includes 'Art, Craft and Photography' as permitted uses within the district, is intended to streamline the process for the development of studios and galleries and provides creative business owners in the area with the option of living in the same building as their place of work.

2.1.5 CREATIVE RESOURCES AND ORGANIZATIONAL CAPACITY

High River is fortunate to have committed cultural and creative workers. Committees such as the Heritage Advisory Board, the Arts and Culture Advisory Committee and the Library Board, as well as special interest groups and individual artists help supplement municipal offerings by providing additional cultural programs and activities and act as champions for key cultural

initiatives. Yet few of these cultural entities enjoy sufficient organizational capacity, sustained funding, mentorship or infrastructure to grow and flourish and to build and sustain audiences. A deeper integration of the cultural sector within the Town will align cultural initiatives, and lead to exciting and creative cultural offerings. Increased collaboration among sectors would help to generate conditions for new opportunities, innovative ideas and partnerships. High quality and affordable facilities would also benefit the creative and cultural sector providing space to create and inspire new work and attract additional talent from across the region and province to set up homes, studios and businesses in High River.

2.1.6 SUMMARY: THE STATE OF CULTURE IN HIGH RIVER

Residents of High River place a high value on arts and culture in their community, as well as the opportunity to learn, get involved and express their creativity. It is reflected by the art, the music and the many programs and services offered. They also agree that High River's cultural products, such as the markets, events and festivals and outdoor spaces have much to offer and attract tourists.

The demand for cultural programs and services is gradually recovering and is likely to grow. Even prior to the flood of 2013, cultural demand had been exceeding what the Town could provide in terms of cultural facilities. At the time, the Culture Centre, Centennial Library and the Museum of the Highwood were all in need of more programming, interpretation and storage space. The problem has now been exacerbated post-flood and since then, development of the arts and culture sector has fallen to a lower level of priority or urgency, with attention and resources focused on rebuilding and local business retention. As the population of High River is expected to grow from 13,000 to 30,000 in the next 30 years, there is a real and immediate need to begin planning for how the Town can further expand and improve their overburdened and outdated facilities and an excellent opportunity to establish High River as a vibrant, welcoming and creative hub in the south of Alberta has arisen. The flood, however traumatic, is an opportunity to re-evaluate the shape and direction of the cultural scene in High River, and this plan is intended to assist the Town in that effort. There is good "material" to work with here, and the goal of this plan will be to focus the Town's efforts on the best way of achieving their goals for culture in the context of the current situation as it is outlined above.

2.2 MAPPING CULTURAL RESOURCES

The following map identifies current arts and culture facilities in the Town of High River in relation to the downtown area. Mapping of cultural resources is a helpful exercise which draws attention the existence and importance of cultural assets in the Town and provides a new perspective on culture, the chance to recognize previously unknown resources and pinpoint clusters of activity, gaps or overlap in provision, and to identify opportunities for future improvement.



From this mapping exercise, we can see that:

- Nearly half of the inventoried built heritage assets of the Town are concentrated in the northwest corner of the downtown area. Comprised of commercial main street buildings, these buildings present an authentic historic streetscape, although not complete. Additional heritage buildings of a residential nature can be found just outside the ARP boundary to the southwest of historic downtown and are within walking distance. Additional heritage buildings can be found to the east/southeast and do not appear on the map. A walking tour and the Museum of the Highwood's annual historic house tour provide a map and interpretation of these places.
- The majority of the High River Murals are located within the downtown historic district centred on 3rd, 4th and 5th Ave SW. As the murals are featured on the sides of buildings, they are not necessarily always in view. This creates unexpected "surprises" or points of interest while walking or driving through Town. A walking tour provides a guide map and interpretation of the murals.
- The Museum of the Highwood, Centennial Library and the Culture Centre are surrounded by extensive open park space. The land surrounding the museum is mostly owned by the Canadian Pacific Railway, where the land surrounding the library and culture centre is municipally owned.
- The Museum of the Highwood, Wales Theatre and Highwood Memorial Centre form a small cultural cluster.
- The High River Centennial Library and the Culture Centre are important cultural facilities which sit just on the fringe of the downtown ARP boundary. Additionally, George Lane Park and the Highwood River are important natural heritage assets and outdoor gathering places which also lie just outside the downtown.
- The Visitor Information Centre (VIC) which provides information for visitors and tourists to High River is located within the Bob Snodgrass Recreation Complex and is far removed from this central commercial area. Previously the VIC operated from the Museum of the Highwood, the Munroe Barn at Sheppard Family Park and from a railway car in the downtown area which has since been removed.
- The majority of the Town's cultural facilities are municipally owned and operated with the exception of the Wales Theatre which is private. The Highwood Memorial Centre is municipally owned but is run by an independent Board.
- Many of the local creative businesses have not reopened after the flood, creating gaps in the downtown business area. Businesses related to traditional western trades such as Walker's Western Wear, Stan Goff Saddlery and Olson Silver and Leather Company are clustered together along Centre Street away from the historic downtown. Evanescence Gallery and Pike Studio Pottery are located just outside the ARP boundary to the southeast.
- An Industrial Arts District has been established to foster mixed uses and arts and crafts uses east of Centre Street. However, many artists work from home and their studios are located in residential areas outside of the ARP boundary.
- The parade route runs directly through the downtown area past local businesses and is an important draw to encourage people into the area.

2.3 KEY ISSUES IN CULTURE

The following section summarizes the key cultural issues in High River, based on the analysis above and with particular emphasis on the downtown area which is the focus of the Area Redevelopment Plan. The recommended initiatives that address these needs are detailed in the following section.

1. Broader Cultural Participation

Great potential exists for more residents to participate in cultural activities in High River and more diverse, welcoming and inclusive programs have been identified as a way to broaden participation. Moreover, increased coordination of communication amongst the Town and organizations to inform residents of the many programs being offered has been suggested.

2. Youth Engagement

There is a need to engage youth in making decisions about culture and to offer more opportunities to include youth in High River cultural programs and services. Initial consultation with youth has shown a desire for the opportunity to be involved in decision making and for their voices (leadership) and talents to be heard and recognized. There is also a need to make youth programming more flexible and convenient.

3. Creative Sector Growth and Development

There is a need to build capacity for artists, cultural groups and creative professionals to grow and sustain cultural activity in the community. The creation of the Industrial Arts District was an important initiative to allow the creative industries to cluster together, however further cultivation of the entire creative sector - artistically, professionally and operationally - is required. A strong and dynamic community of artists, cultural groups and creative professionals is essential to the overall cultural and economic sustainability for the Town and this community needs additional opportunities for training and skills development, experimentation, collaboration, and creative entrepreneurship.

4. Performing Arts Spaces

Appropriate performing arts spaces are needed, for both musical performances and live theatre as many of current venues lack the necessary facility requirements and are deemed expensive. There is also competition for space between community groups and commercial weddings and functions. As a small town, it will be essential that consideration is given to how existing facilities can be improved and how underutilization can be addressed, ahead of developing new facilities.

5. Heritage

Built heritage preservation needs, including the maintenance and adaptive reuse of downtown buildings and further identification, protection and sustainable development of these resources, and any natural and intangible heritage resources should be high priority for the municipality. While not formerly considered a heritage asset, the Town's many murals provide

an important window on the past and their preservation, maintenance and development should also be prioritized.

6. Cultural Infrastructure

There is a need to redevelop, plan and build up cultural infrastructure in the Town to address present and anticipated demand for culture in future, particularly with regard to the Museum of the Highwood and the Centennial Library. While the Museum of the Highwood building has had two major rebuilds (flood and fire), priority development now centres on providing appropriate above-ground storage space. For the Centennial Library, a refurbished/extended or replacement building is necessary. Within these two potential projects there is also the opportunity to incorporate performance space. Multipurpose facilities are known to increase viability and use.

3. CULTURAL PLAN

As can be seen from the previous chapter, High River already has a defined creative community of professional and amateur artists, musicians and performers and a desire to recapture the vibrant cultural life that the Town was able to provide pre-flood. Residents have expressed an appetite for broader programming and would like to see a more diverse cultural offer with targeted initiatives towards engaging youth and High River's unique communities. Cultivation of the local arts and culture community is also essential to the economic development of the Town and is a priority requiring initiatives for leadership development, professional development and attracting new artists and creative industries.

The interview process suggested that there is a need for new and enhanced cultural infrastructure and high quality spaces that will not only be able to accommodate the predicted growth in population, but will also inspire creativity and encourage collaboration. Furthermore, the Town of High River has an exciting and interesting history and heritage that needs to be protected, celebrated and leveraged to create an irresistible draw for tourists from the Calgary region.

The following cultural plan has taken into consideration the current state of culture in High River, the needs and ambitions of High River residents and the cultural sector and a wealth of good practice examples to generate a strategy for establishing culture as a priority in High River and moving the sector forward. While culture cannot be contained within boundaries drawn on a map, the priorities and strategies of this cultural plan have been focused on the downtown area – the focal point of the Area Redevelopment Plan.

3.1 CULTURAL GOALS

There are a number of high-level goals that have been developed by the client and consultant team which have bearing on this cultural plan. These goals represent a broad vision for the kind of place that High River is or should become in the future.

High River will be a place where:

- A vibrant downtown cultural scene thrives and enriches the quality of life for residents, workers and visitors;
- An inviting and inclusive environment is fostered to value everyone's contributions, creativity and talents;

- Creativity is actively cultivated and leveraged for the future economic development of the Town;
- High River's heritage is celebrated and protected as the foundation of the Town, but is also used as a key source of inspiration to create new contemporary meaning and significance;
- Quality spaces nurture cultural practitioners and showcase their work in the best possible way.

3.2 PRIORITIES AND STRATEGIES

Through a process of public consultation with High River residents, cultural leaders, municipal officers and local business representatives, four priorities have been established which the cultural plan must address. These priorities are:

1. Develop the downtown area as a vibrant hub of cultural activity;
2. Preserve and celebrate the Town's unique aspects;
3. Foster the growth and maturation of the local cultural sector;
4. Encourage widespread cultural participation.

These priorities are distinct, and yet are broad enough to adapt to change as High River continues to grow and evolve in the coming years. This plan provides a flexible framework for artists, cultural participants, organizations, and funders to guide the future development of culture in High River.

PRIORITY 1 – DEVELOP THE DOWNTOWN AREA AS A VIBRANT HUB OF CULTURAL ACTIVITY

This goal looks to focus the intensification of cultural activity and increased participation in the downtown area of High River in an effort to leverage existing facilities and establish this central area as the “cultural heart” of the community. Consultation has raised a number of questions relating to the role of existing cultural institutions, events and creative businesses and the need for new and expanded facilities. At present, cultural facilities that are important anchors drawing people into the downtown area include the Museum of the Highwood, the Highwood Memorial Centre and the Wales Theatre. The Centennial Library and Cultural Centre are also important cultural facilities which currently lie just on the fringe of this area. For the future, it is suggested that intensification of culture is focused within the downtown area and prioritizes (in order of preference) the strengthening of existing facilities as anchors, relocating existing cultural institutions or events into the downtown (where possible and desirable), and creating new cultural facilities in the downtown area. In addition, expanded sidewalks and enhanced streetscapes that are inviting and pedestrian friendly will create new spaces within the public

realm which can be used and programmed for street performance, events, markets, and festivals.

STRATEGY 1A: High River should develop and expand existing cultural anchors within the downtown area.

Recommended Initiatives:

1. Investigate the potential to expand and enhance existing performance facilities at the Highwood Memorial Centre and/or the W.O. Mitchell Theatre at the Centennial Library with retractable raked seating, dressing rooms, acoustics, wheelchair access, etc. and review the management and programming responsibilities of these performance facilities.
2. Undertake a feasibility study to examine the potential for expanding the Museum of the Highwood in its existing location. The study should include a facility plan and business case development to determine spatial requirements, available funding and viability and should also take into consideration the museum's needs and future ambitions, potential future flood risks, as well as the need to maintain a multi-modal laneway and provide garden parking (see Open Space and Recreation) and explore opportunities for shared facilities and operational efficiencies with/within the proposed multidisciplinary cultural centre (Strategy 1B).

STRATEGY 1B: High River should establish new cultural anchors or relocate existing cultural anchors within the downtown area. Where this is not feasible and/or desirable, efforts should concentrate on delivering cultural programming at indoor and outdoor downtown locations or in partnership with existing downtown cultural anchors.

Recommended Initiatives:

3. Give consideration to expanding the ARP boundary in the future west along 9th Ave SW, south along 4th St SW and east along 10th Ave SW so that the Centennial Library, Charles Clark Park and Cultural Centre can be incorporated into the downtown area and/or to the northwest to incorporate George Lane Park.
4. Undertake an options appraisal, feasibility study and funding analysis for establishing a new multidisciplinary cultural centre on the existing land on/around the Centennial Library, the land adjacent to the Museum of the Highwood (ensuring that consideration is given to the need to maintain a multi-modal laneway and provide garden parking (see Open Space and Recreation)) or on another suitable downtown location. The study should include a facility plan to determine spatial requirements (which includes as a priority an appropriately sized 21st century library and potential for performing arts facilities, artist studios, and gallery display space) and business case development to identify available funding and evaluate viability.
5. Establish a permanent summer time location for the Farmer's Market and Artisan Market on 4th Avenue SW between 1st Street and MacLeod Trail, with consideration for an alternative indoor location during winter months and/or poor weather.
6. Consider collaborating with pop-up restaurants and food trucks to create a temporary but high quality food provision in the downtown area, preferably on 4th Avenue SW between 1st Street and MacLeod Trail, until existing downtown cafés and restaurants are able to reopen and then only during large scale events where additional catering capacity is necessary.

7. Consider relocating the High River Visitor Information Centre to the Museum of the Highwood or another downtown location to ensure a central presence, high visibility and year-round operation.

STRATEGY 1C: High River should beautify, animate and link outdoor spaces such as parks, plazas/squares, streets, and sidewalks with seasonal plantings, improved signage, public art, interpretation, and a variety of year-round cultural activities.

Recommended Initiatives:

8. Designate key outdoor spaces as “preferred” civic nodes for events and festivals (e.g. for all public parades, the MacLeod Trail and 1st St route should be used), introduce pedestrian-only times, particularly on 4th and 5th Avenue SW between 1st Street and MacLeod Trail, to encourage greater engagement with cultural opportunities and ensure they have appropriate event support facilities such as covered areas, electrical points, WiFi/LiFi, lighting, waste receptacles, speakers, etc.
9. Coordinate, develop and expand the existing program of events and festivals, such as the Santa Claus Parade, Little Britches Rodeo, Culture Days, International Balloon Festival, and River City Classic Shine ‘n’ Show, to ensure they are making the best use of designated outdoor spaces, have a downtown presence and that High River is providing a calendar of year-round cultural opportunities (Strategy 2A).
10. Beautify the downtown area through flower boxes/planters, gardens, seasonal decorations etc. and improve way-finding features to ensure that cultural facilities, historic landmarks and natural sites and open spaces are easily located by pedestrians, cyclists and motorists.

STRATEGY 1D: High River should ensure that artists and creative industries have access to affordable space within the downtown area for creation, display, retail and performance.

Recommended Initiatives:

11. Involve local artists and/or the Museum of the Highwood in the creation and installation of public art and/or interpretation in the downtown area (Strategy 2D)
12. Encourage owners with vacant commercial properties in the downtown area to collaborate with artists and cultural groups to activate empty storefronts and windows with cultural display and event promotion.
13. In partnership with local musicians, music-related groups and downtown businesses, develop a strategy for reviving the live music scene within the downtown area, focusing on informal venues such as local bars, cafés and restaurants and in compliment to existing programs at the United Church and other cultural facilities.

PRIORITY 2 – CONSERVE AND CELEBRATE THE TOWN’S UNIQUE ASPECTS

High River has a long and exciting history, the evidence of which can be seen in the natural and built landscape which makes up the Town, and has been a draw for numerous creative people as well as film and television productions. This legacy provides the Town with a unique character and atmosphere, it serves as a key source of creative inspiration and is an important cornerstone of the Town’s cultural identity and reputation. Protecting the historic and natural environments encompasses a number of different elements, including identifying important heritage resources and investing in the restoration and repair of the character-defining elements of buildings, streetscapes and landscapes. It also includes ensuring that these important places are kept in use and are developed, used and adapted in appropriate and sustainable ways.

High River’s cultural and heritage resources also extend beyond physical assets and include intangibles such as the area’s Western agricultural and ranching traditions, leather and silver working crafts, associations with notable former residents, relationships with the flood-prone river, and local music, celebrations and creative talent. Where the built and natural environments provide an aesthetic and atmospheric backdrop, intangible cultural assets help to activate and enliven spaces, bringing the Town to life. However, if these traditions, skills and talents are not acknowledged, celebrated or shared they can easily be lost and the vibrancy of High River diminished.

While investment in the physical upkeep of tangible assets is important, so too is investment in programming. People are central to the conservation of our tangible and intangible heritage assets for “*we will conserve only what we love; we will love only what we understand; and we will understand only what we are taught.*”² Therefore developing a greater understanding and appreciation for the natural and built environment, as well as local traditions, crafts and talents, through education, activity and celebration, is essential to generate new audiences and stewardship for heritage and motivate people to value and care for these cultural assets, sharing the responsibility to preserve them for future generations.

Collectively, High River’s built, natural and intangible heritage combine to create a unique sense of place and are essential ingredients for attracting new residents, the “creative class”, cultural tourists and the film and television industries to the Town. Protection and celebration of these assets is also important because they allow for a 360° perspective – heritage and cultural assets provide a key source of inspiration for creating new contemporary meaning and significance – the cultural and heritage assets of the future.

Public art has long been used as a medium for interpreting the stories of the past and expressing community identity, diversity and values. Often, traditional perceptions of public art are of static bronzes or, as in High River, community murals. However, today’s public art has moved beyond this and seeks to engage the community and visitors in a manner that is dynamic, enlivening and thought-provoking. Preserving existing public art which contributes to the sense of place in High River will be essential, as will consideration for how sense of place can be increased by adding new contemporary representations of High River into the downtown area.

²Baba Dioum, 1968

STRATEGY 2A: High River should continue to celebrate its diverse culture, unique history and local talent.

Recommended Initiatives:

14. Build on successful existing cultural programs in Town and organize new complimentary events, festivals and programming that provide year-round activities (Strategy 1C) and celebrate High River's:
 - Western traditions of ranching, agriculture and related crafts like saddlery;
 - Built heritage;
 - Natural heritage, including connections with the river and bird watching;
 - Major/historic events and notable people;
 - Local creative talent;
 - Diversity and small town community culture.
15. Develop and maintain a Heritage and Culture Interpretation Plan for High River to provide strategic direction on how best to celebrate and communicate important heritage or cultural traditions, events and sites (as above - 14) to local and visitor audiences, using appropriate media, be it through interpretive panels, mobile apps, plaques, public art, events, etc. Input should be sought from the Museum of the Highwood and the Heritage Advisory Board.
16. Develop and update the High River walking tour series with more contemporary interpretation and media.

STRATEGY 2B: High River should promote and invest in the protection and preservation of its built heritage.

Recommended Initiatives:

17. Continue to develop and update the High River Heritage Inventory Project, actively encourage heritage property owners to legally protect their properties under the Alberta Heritage Act and establish and pursue High River's candidacy for the Alberta Main Street Program.
18. Develop a program of public education that helps to engage people with and strengthen understanding, literacy and appreciation for the built and natural environments including initiatives such as a Heritage Property Owners guide, a fund to support the maintenance and upkeep of heritage properties and landscapes, and DIY workshops and training on how to repair and maintain heritage properties and features.
19. In partnership with the High River Fire Department and the local RCMP detachment, help High River cultural facilities and organizations review their disaster planning policies for cultural assets to ensure preparedness for potential future catastrophes; e.g. flooding, fire, etc. A disaster response strategy and management plan for cultural assets, including resources and tools should be incorporated into the High River Municipal Emergency Management Plan.

STRATEGY 2C: High River should promote and invest in the protection and preservation of its natural heritage.

Recommended Initiatives:

20. Develop a master plan to formally classify natural areas and provide a strategic management plan for conservation, development and use, with emphasis on bird watching.
21. Focus any development in George Lane Park on increasing its year-round use and access for recreational, educational, cultural, or aesthetic purposes, but limit interventions to the minimum necessary so as not to compromise the park as a protected green space.

STRATEGY 2D: High River should establish and invest in a regular public art program.

Recommended Initiatives:

22. Establish a strategy for commissioning and installing new public art within the downtown area which includes both historic and contemporary representations of High River and its residents, engaging and collaborating with local artists and/or others in its creation (Strategy 1D).
23. Establish a conservation strategy and funding plan for the repair and restoration of the existing public murals, and develop a long-term management and maintenance plan for their future upkeep. Adjust the Heritage Inventory to include the murals attached to the Koch Pflughaupt Building (mural: Supply Trains Here, 1991-92); Hi-Alta Building (mural: Log Jam on the Highwood 1991); and the Wales Theatre (mural: Old Woman Buffalo Jump, 1990) as character defining elements and ensure their protection.
24. Reinstate the Medicine Tree in a prominent location within or near the downtown area.

PRIORITY 3 – FOSTER THE GROWTH AND MATURATION OF THE LOCAL CULTURAL SECTOR

This goal relates to an identified need in High River to move the cultural sector forward through cultural planning, capacity building and professional development, as well as the desire to attract new artists and creative industries to the Town to promote economic growth and diversification. As the basis for this development, research and evaluation is required to identify gaps in cultural leadership, management and programming amongst local groups, as well as a survey of the local creative community to determine their own professional development requirements such as creative entrepreneurship. To encourage groups to participate in building an accurate profile of the sector, evaluation activities, for example, might be tied to funding or other types of incentives to encourage regular self-assessment and sharing of information.

In addition to personal, professional and organizational development, the quality of the spaces available for creative learning and outputs must also be of a high standard and affordable in order to attract new creative blood. Ideally, creative spaces should be:

- Inspirational – create an environment which excites the mind, body and spirit of cultural participants and practitioners and is conducive to creativity and artistic expression;

- Multipurpose and flexible – able to accommodate various disciplines, activities and uses, as well as group sizes and proficiency levels;
- Accessible – able to accommodate the requirements of groups with various spiritual beliefs, spending capacity, age requirements and physical and intellectual abilities;
- Social and collaborative – promote socialization and interaction between participants and artists and encourage various art forms and groups to network, collaborate and co-create;
- Serendipitous and spontaneous – allow people to accidentally become involved in art and culture and conducive to organizing events quickly and with ease;
- Welcoming – designed in a way that is inviting and available at varying times of the day.

Furthermore, effective implementation of cultural strategies and initiatives requires strong leadership and action. It will be essential to the success of the Cultural Plan that the right governance structure is put in place to oversee implementation of these strategies and to monitor and evaluate progress. Also important will be to ensure that boards and panels are comprised of the right people with the right skills, are tasked with specific responsibilities and measurable goals to achieve, and display the enthusiasm and gumption needed to get things done. This demonstration of action will also be important for setting a public example, one which the rest of the community and other cultural groups should be encouraged to emulate.

STRATEGY 3A: High River should expand the strategic cultural vision for the downtown area to provide direction for cultural planning which encompasses the whole Town.

Recommended Initiatives:

25. In partnership with the Arts and Culture Advisory Committee and with input from the Heritage Advisory Board, the community and creative professionals, develop a Town-wide Cultural Plan that builds on the established vision of the Area Redevelopment Plan and develops additional strategies for arts and culture in the rest of High River.

STRATEGY 3B: High River should strengthen existing cultural leadership while developing future leaders.

Recommended Initiatives:

26. Expand the mandate of the Arts and Culture Advisory Committee and the Heritage Advisory Board to provide greater latitude to lead arts, culture and heritage development in High River and implement key strategies. An Annual Events Sub-committee could be established to work with the Tourism Office on coordinating programming, marketing and media coverage.
27. Ensure that membership of the Arts and Culture Advisory Committee and the Heritage Advisory Board has the widest possible diversity and representation, and a high level of contribution, including from the Centennial Library and any other prominent cultural or artistic disciplines or groups.
28. Undertake a skills audit of the cultural sector to determine gaps in knowledge and provide a series of events, workshops and training courses to provide networking and collaborative opportunities and build capacity for both professional and amateur artists. Opportunities for having the Chamber of Commerce or others provide workshops on creative entrepreneurship and business management should also be explored.
29. Establish a Youth Advisory Panel to the Heritage Advisory Board, Arts and Culture Advisory Committee and Library Board to represent the cultural interests of young people in High River. Outreach with High River youth to determine cultural needs and opportunities should be established as the first priority and continued as a regular activity (Strategy 4C).

STRATEGY 3C: High River should actively encourage volunteering.

Recommended Initiatives:

30. Establish and actively promote a structured volunteer program and produce a best practice guide for local organizations to follow when recruiting and employing volunteers in operations and events. Volunteer opportunities should have:
 - Clear roles and responsibilities
 - Set tasks and objectives
 - A management structure
 - An evaluation and feedback mechanism
 - Qualifications, rewards and acknowledgement
31. Hold a Volunteer Fair to help pair up willing volunteers with groups that need help or specific skills and establish a pool of volunteers that could be called upon to help during annual events and festivals.

STRATEGY 3D – High River should be developed, positioned and marketed as a welcoming and supportive “creative hub” in which to live and work and should ensure that cultural facilities and activities spaces are of a high design quality in order to attract the creative industries.

Recommended Initiatives:

32. Produce a creative industries sector profile and actively encourage commercial artists and creative industries to relocate to or set up in High River and co-locate in the same facility and/or cluster in the same area with preference for the historic district and industrial arts district.
33. Continue to encourage the film and television industry to use locations throughout High River for filming by providing incentives and developing a Film Location Brochure.
34. Encourage best practice and innovative, quality design and land use for the development of new and existing cultural facilities.

PRIORITY 4 – ENCOURAGE WIDESPREAD CULTURAL PARTICIPATION

Traditionally, the residents of High River have been active cultural consumers, producers and participants. However, the impact of the 2013 flood, which damaged thousands of community facilities, homes and business, has significantly reduced participation in the Town. The focus for the past few years has been on cleaning up, clearing out and rebuilding damaged properties and businesses. This has significantly diminished the amount of leisure time, disposable income and enthusiasm that residents have been able to devote to cultural pursuits.

Consultation revealed that it has also had a negative effect on tourism as some visitors have been put off by road works, a lack of things to do and the association with flooding due to the extensive press coverage of the disaster³ although this is likely to diminish with time. Moving forward, the Town of High River must now re-energize the community to recapture cultural audiences which have temporarily been allowed to lapse and engage previously underserved audiences. To maximize cultural participation, the strategy must first address existing awareness and communication issues which will involve informing the public about culture in High River and all that the Town has to offer in that regard. It will also be important the Town let people know that culture is in fact a priority of the Town and developing cultural infrastructure and diversifying the cultural offer is important for the future. Ensuring that people feel welcome to participate in culture is also important, and developing an atmosphere in which creative entrepreneurs, artists and other cultural workers are valued and indeed sought after is also important.

For the purposes of this plan, a broad definition should be adopted for cultural participation which pertains to both residents and visitors and includes:

- a. Attendance at events and performances;
- b. Developing cultural understanding, knowledge and skill through learning;
- c. Sharing creativity and talent through teaching, display and performance;
- d. Purchasing cultural products and services;
- e. Contributing to decision making around culture; and
- f. Volunteering time to cultural activities and with cultural groups.

³In a 2014 Zinc Tank survey, 26% of respondents thought that “flood” was the main perception that non-residents had of High River.

STRATEGY 4A: High River should build greater awareness of local artists, programs and events within the Town and clearly demonstrate that culture is and will continue to be a municipal priority.

Recommended Initiatives:

35. Create and promote a single cultural guide to High River. The guide should act as a portal for residents and visitors to all things “culture” in the Town, with a view to broadening understanding of what culture is and how it benefits the Town of High River, and to provide up to date information of the Town’s cultural offerings through a community calendar and an artists’ directory. For cultural organizations, the portal should act as a way of sharing information, networking and collaborating with other groups. Coordination with and links to the High River Tourism website are essential.
36. Continue to incorporate culture into all future municipal planning and development strategies for High River, recognizing its impact and contribution across departments and support local cultural groups to develop and grow.

STRATEGY 4B: High River should champion the diversification of municipal and other cultural programming and ensure that activity is flexible, varied, inclusive and affordable.

Recommended Initiatives:

37. Regularly undertake research to determine the level of cultural participation in High River and identify creative solutions to minimize or remove any barriers (actual or perceived) to cultural participation.
38. Conduct a regular audit of cultural programming across the Town of High River and frequently measure community satisfaction with cultural provision to ensure that:
 - There are opportunities for people to engage with and learn about the Town’s culture and heritage; to share and celebrate their own culture and heritage; to develop new creative skills; to contribute knowledge and understanding about the Town’s culture and heritage; and/or to participate in making decisions about the Town’s culture and heritage;
 - Programs provide both structured and unstructured (flexible) opportunities for participation;
 - Programs serve a diverse range of audiences with a variety of cultural interests and skill level;
 - Programs are inclusive of everyone regardless of age, gender, ethnicity, socio-economic standing, or ability;
 - Programs and use of space for cultural activities is affordable;

STRATEGY 4C: High River should develop new and existing programs and facilities to engage more youth aged 12-19 in cultural activities.

Recommended Initiatives:

39. Increase youth access to creative training, supplies and equipment by establishing drop-in flexible programs and dedicated creative facilities for youth. These should include both traditional and contemporary arts and can be achieved through the transformation of existing facilities, incorporation of facilities as part of a larger new development or creation of a standalone facility (Strategy 1B). Youth should be consulted on what programs and facilities would be of greatest interest (Strategy 3B).
40. Involve schools in the creation, display and celebration of creativity in the Town and ensure that there is a suitable outlet for young people to regularly showcase their talents.
41. Establish a creative mentorship program that matches youth with cultural groups and active professional artists to develop their creativity, skill and knowledge (Strategy 3B).

STRATEGY 4D: High River should leverage the Town's unique cultural selling points such as the diverse creative community, cultural events and experiences, ties with film and television, the heritage downtown, and notable history and locals to position and brand the Town as a "creative destination" or "art town" and ensure it offers a full day and/or weekend tourist experience.

Recommended Initiatives:

42. Produce a Tourism Master Plan that focuses in part on developing the cultural tourism product and positioning High River as a day-trip or weekend destination.
43. Define a strategic brand for High River that communicates the Town's unique approach to arts, culture and heritage and develop a "Crafted in High River" logo for locally handcrafted products/services.

4. IMPLEMENTATION STRATEGY

The following section provides a timeline associated with the recommended initiatives presented in this plan. While the implementation strategy for physical infrastructure of the ARP will have a longer timeline, actions for culture should be implemented with a shorter lead time. Actions have been prioritized into 4 categories:

Short-Term
Immediately to 2 years

Medium-Term
2 to 5 years

Long-Term
5-10 years

Subject to Further
Study

It is also important to note that the Cultural Plan is a living document which is must be flexible to adapt to changing needs and priorities. Considering the volume of improvement works going on in High River, medium to long term initiatives may be significantly altered once the Town is stable and has completed some of the immediate objectives.

	Short-Term Immed-2 yrs	Medium -Term 2yrs-5yrs	Long-Term 5yrs-10yrs	Subject to Further Study
Priority 1 – Develop the downtown area as a vibrant hub of cultural activity.				
STRATEGY 1A: High River should develop and expand existing cultural anchors within the Downtown area.				
Investigate Existing Facility Expansion	X			
Museum Expansion Feasibility Study with Facility Plan, Business Plan (1B)				X
STRATEGY 1B: High River should establish new cultural anchors or relocate existing cultural anchors within the Downtown area where feasible and/or desirable.				
Explore Downtown Area Boundary Expansion				X
Multidisciplinary Culture Centre Options Appraisal, Feasibility Study and Funding Analysis (1D)				X
Permanent Farmers and Artisan Market Location on 4 th Ave – Summer	X			
Permanent Farmers and Artisan Market Location – Winter		X		
Temporary Pop-up Restaurants and Food Trucks on 4 th Ave	X			
Consider Visitor Information Centre Relocation		X		
STRATEGY 1C: High River should beautify, animate and link outdoor spaces such as parks, plazas/squares, streets, and sidewalks with seasonal plantings, improved signage, public art, interpretation, and a variety of year-round cultural activities.				
Designate Civic Nodes for Events and Festivals	X			
Coordinate Annual Events Program Expansion (2A)	X			
Beautify the Downtown Area	X			
STRATEGY 1D: High River should ensure that artists and creative industries have access to affordable space within the Downtown area for creation, display, retail and performance.				
Involve Artists and Museum in Creating Public Art and Interpretation (2D)	X			
Activate Empty Storefronts	X			
Develop Live Music Strategy	X			

	Short-Term Immed-2 yrs	Medium -Term 2yrs-5yrs	Long-Term 5yrs-10yrs	Subject to Further Study
PRIORITY 2 – Conserve and celebrate the Town’s unique aspects.				
STRATEGY 2A: High River should continue to celebrate its diverse culture, unique history and local talent.				
Strengthen Existing and Develop New Events, Festivals and Programs (1C)	X			
Heritage and Culture Interpretation Plan				X
Update Walking Tour Series		X		
STRATEGY 2B: High River should promote and invest in the protection and preservation of its built heritage.				
Heritage Inventory and Alberta Main Street Application	X			
Public Education Campaign		X		
Develop Heritage Emergency Response Strategy		X		
STRATEGY 2C: High River should promote and invest in the protection and preservation of its natural heritage.				
Natural Areas Master Plan	X			
Support Year-round use of George Lane Park		X		
STRATEGY 2D: High River should establish and invest in a regular public art program.				
Public Art Program (1D)	X			
Murals Conservation Strategy and Funding Plan	X			
Reinstate the Medicine Tree	X			

	Short-Term Immed-2 yrs	Medium -Term 2yrs-5yrs	Long-Term 5yrs-10yrs	Subject to Further Study
PRIORITY 3 – Foster the growth and maturation of the local cultural sector.				
STRATEGY 3A: High River should expand the strategic cultural vision for the Downtown area to provide direction for cultural planning which encompasses the whole Town.				
Town-wide Cultural Plan		X		
STRATEGY 3B: High River should strengthen existing cultural leadership while developing future leaders.				
Expand Mandate of Arts and Culture Advisory Committee and Heritage Advisory Board	X			
Diversify Arts and Culture Advisory Committee and Heritage Advisory Board Membership	X			
Skill Audit, Training Workshops and Networking Events		X		
Youth Advisory Panels	X			
STRATEGY 3C: High River should actively encourage volunteering.				
Structure Volunteer Program and Best Practice Guide		X		
Volunteer Fair				X
STRATEGY 3D – High River should be developed, positioned and marketed as a welcoming and supportive “creative hub” in which to live and work and should ensure that cultural facilities and activities spaces are of a high design quality in order to attract the creative industries.				
Develop Creative Industries Sector Profile and Promote High River to New Artists			X	
Encourage Film and Television				X
Encourage Quality Design and Land Use	X			

Short-Term Immed-2 yrs	Medium -Term 2yrs-5yrs	Long-Term 5yrs-10yrs	Subject to Further Study
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PRIORITY 4: Encourage widespread cultural participation.

STRATEGY 4A: High River should build greater awareness of local artists, programs and events within the Town and clearly demonstrate that culture is and will continue to be a municipal priority.

Cultural Portal		X		
Department-wide Integration of Culture			X	

STRATEGY 4B: High River should champion the diversification of municipal and other cultural programming to ensure that activity is varied, inclusive and affordable.

Cultural Participation Research	X			
Cultural Program Audit		X		

STRATEGY 4C: High River should develop new and existing programs and facilities to engage more Youth aged 12-19 in cultural activities.

Consult with Youth (3B) and Establish Dedicated Creative Youth Programs & Facilities (1B)		X		
Involve Schools	X			

Creative Mentorship Program (3B)		X		
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STRATEGY 4D: High River should leverage the Town's unique cultural selling points such as the diverse creative community, cultural events and experiences, ties with film and television, the heritage downtown, and notable history and locals to position and brand the Town as a "creative destination" or "art town" and ensure it offers a full day and/or weekend tourist experience.

Cultural Tourism Master Plan		X		
Strategic Brand and "Crafted in High River" Logo		X		

SUMMARY TABLE		
Period		Number of Actions
Short-Term	Immediately-2 years	21
Medium -Term	2 years - 5 years	15
Long-Term	5 years-10 years	2
Subject to Further Study		6
Total		44

APPENDIX A: BIBLIOGRAPHY

The following documents were reviewed to support the development of the cultural plan for the Town of High River:

- Town of High River Economic Development Plan 2014
- Town of High River Branding and Economic Development – Resident/Industry Survey and Comparison Reports 2014
- Town of High River Revitalization Brand Strategy 2014
- High River Town Plan 2013
- Town of High River Heritage Inventory 2012
- Town of High River Growth Management Strategy 2012
- Town of High River Social Wellbeing Plan 2012
- Town of High River Recreation, Parks and Culture Master Plan 2007
- Fall 2014 community program
- Walking tours/murals tours
- Museum of the Highwood Expansion Proposal 2014

APPENDIX B: ACKNOWLEDGEMENTS

The consultants would like to thank the following individuals who took the time to participate in interviews and share their thoughts on the future of the culture in High River:

- Members of the Town of High River Arts & Culture Advisory Board
- Members of the Town of High River Heritage Advisory Board
- Dayna Dickens, Town of High River Business & Tourism Development
- Kim Unger, Town of High River Parks Planning Supervisor
- Cynthia Farrow Town of High River Community Program Supervisor and Culture Centre Manager
- Matthew Francis, Alberta Culture Municipal Heritage Partnership Program
- Irene Kerr, Curator, Museum of the Highwood
- David Moretta, Facility Committee Chair, Museum of the Highwood
- Sara McGonagall, Manager of Highwood Memorial Centre
- Norm Denney, Chairman, Highwood Memorial Centre Board of Directors
- Deb Gardner, Head Librarian, High River Centennial Library
- Diane Porter, Chair of High River Library Board

APPENDIX C: SUMMARY OF CULTURAL EVENTS AND PROGRAMS

This section summarizes cultural events and programs in High River, compiled from the High River Community Program and Events Guide 2012-2014 with additional online research.

MUNICIPAL PROGRAMS

This section provides an overview of the available cultural programs offered by the Town of High River at various municipal facilities. Cultural programming shall be defined broadly as programs that provide for the intellectual, physical and creative expression and exploration of culture.

Culture Centre, Charles Clark Medical Centre and Other Venues		
Arts and Crafts	<ul style="list-style-type: none"> • Scrapbooking & Collage • Themed craft activities • Photography • Pottery • Drawing 	<ul style="list-style-type: none"> • Embroidery • Sewing • Quilting • Soap making • Card making
Dance and Music	<ul style="list-style-type: none"> • Free Flow Dance • Line Dancing • Salsa Dancing • Two Step 	<ul style="list-style-type: none"> • Kinderboogie • Burlesque • Guitar • Music collaboration
Fitness and Wellbeing	<ul style="list-style-type: none"> • Yoga • Mudras (Yoga of Hands) • Hatha • Pranic • Bellydance 	<ul style="list-style-type: none"> • Zumba • Tae Kwon Do • Meditation • Reiki
Other	<ul style="list-style-type: none"> • Pre-school activities • Spanish Language • Cooking • Little Chefs 	<ul style="list-style-type: none"> • Tarot Card Reading • Archery • Family Games Night
Centennial Library		
<ul style="list-style-type: none"> • Story Time • Knitting Café • Book Club • Film Club 	<ul style="list-style-type: none"> • Family Makers space • Watercolour painting 	<ul style="list-style-type: none"> • Cowboy Poetry • Pick a Pix Puzzles • Window painting • Movie club

Museum of the Highwood

- In-house and travelling exhibitions
- School programs
- Historic Homes Tour
- Imagination Station
- Afternoon teas
- Special events such as Dia de los Muertos and Cinco de Mayo

EVENTS AND FESTIVALS

The following list is representative of the events and festivals held regularly in High River throughout the year.

January	
February	<ul style="list-style-type: none"> • Family Week
March	<ul style="list-style-type: none"> • Rick Hansen Celebration • High River and District Lions Music Festival
April	<ul style="list-style-type: none"> • Easter Egg Hunt • Community Garage Sales (April and June)
May	<ul style="list-style-type: none"> • Little Britches Parade & Rodeo
June	
July	<ul style="list-style-type: none"> • Canada Day & George Lane Centennial Celebrations • Youth Festival
August	<ul style="list-style-type: none"> • Guy Weadick Days and Chuckwagon Races
September	<ul style="list-style-type: none"> • Alberta Culture Days • River City Classic Show N Shine Car Show • International Balloon Festival • Sheppard Family Park Threshing Bee
October	<ul style="list-style-type: none"> • Halloween Haunted Maze • Haunted High River Tours
November	
December	<ul style="list-style-type: none"> • Santa Claus Parade • Christmas Craft Fair • Community Skating Party

Additional weekly events include:

- Farmer's Market (June to September)
- Artisan Market (July to September)

HIGH RIVER CLUBS AND ASSOCIATIONS

The following provides an indicative list of clubs and associations in High River that participate (with varying degrees) in cultural activities.

Arts & Crafts

- Arts Alive
- High River Arts Society
- High River Handicraft Guild
- Foothills Film Club

Dance/Music/Performance

- Dance Tech Studio
- Highwood Highland Dancers
- Irish Dance
- Recreational Jazz & Tap
- Foothills Girls Choir
- Highwood Ringers Hand-bell Choir
- United Church Choirs and Worship
- High River Gift of Music Society
- Windmill Theatre Players
- High River Community Theatre

Fitness/ Martial Arts

- Airborne Tumbling & Trampoline Club
- Mountain Shadow Gymnastics
- Karate Club
- Ninjitsu Martial Art
- Foothills Tae Kwon Do
- Taoist Tai Chi Society

Other General Interest Clubs

- Activettes
- Aglow
- Cowboy Trail Blazers
- Foothills Youth Foundation
- Girl Guides
- HB Stetsons
- High River Agriculture Society
- Highwood Lions Club
- Junior Achievement Foothills Region
- Kinettes
- Kinsmen
- Literacy For Life
- Masonic Temple
- Masons Bill
- Meadowbank 4-H
- Navy League Cadet Corp
- Newcomers Club
- Oddfellows Association
- Order of Eastern Star
- Rebekah Lodge #139
- Rotary Club
- Royal Canadian Legion
- Scouts Canada
- Welcome Wagon



E. DOWNTOWN LANDSCAPE DESIGN GUIDELINES

E.1 GENERAL GUIDELINES

The Downtown Landscape Design Guidelines are not intended to resolve every issue a designer or developer may encounter during the process of development. Rather, the guidelines set a minimum standard for quality in design and provide a basic palette of materials in order to provide a set of general guidelines that can be used as a starting point for constructing the public realm.

During the planning and design process, the Downtown Landscape Design Guidelines should be read alongside the Town of High River's Land Use Bylaw, as well as other relevant policies. In the event of discrepancies, the Development Authority reserves the right to provide direction in terms of resolving discrepancies between the Land Use Bylaw and Downtown Landscape Design Guidelines.

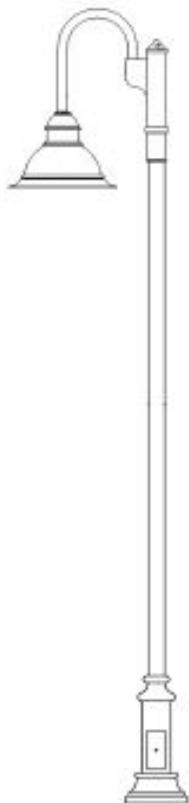
E.1.1 Objectives

The highest objective of the Downtown Landscape Design Guidelines is simple – to provide a tool for constructing a consistent sense of place in High River's downtown. Additionally, the Downtown Landscape Design Guidelines will fulfill the following secondary objectives:

- a. When referenced alongside the Illustrative Public Realm Plan provided in the Downtown ARP, the guidelines provide a long-term vision for redevelopment within the Downtown.
- b. The guidelines provide minimum criteria and dimensions for establishing a well-planned, high quality, and consistent public realm.
- c. The guidelines serve as a framework for new development by establishing a starting point for the design of private lands where it interfaces with public property.
- d. The guidelines provide a palette of materials for construction of surface elements, vertical elements, planting and site furnishings.

E.1.2 Planting

- a. Refer to relevant policies regarding Landscape Standards in the Town of High River's Land Use Bylaw
- b. To ensure long-term health, large trees in sidewalks, laneways or open spaces shall be planted to provide approximately 15 cubic meters of uncompacted soil volume per tree. For linear or group plantings, soil volume may be shared between trees.
- c. Trees in sidewalks should be planted in continuous tree trench that protects the underlying soil volume from becoming compacted in both the short and long term.
- d. Select sidewalk tree species that create a high tree canopy that does not impede pedestrian or vehicular flow. To provide consistency, group several individuals within a species together. Alternate species between groups to prevent establishment of a monoculture to reduce potential spread of pests and diseases.
- e. Where possible, incorporate Low Impact Development (LID) principles into planting design to reduce stormwater runoff, improve stormwater quality, and decrease consumption of potable water for irrigation.
- f. Select species that are either native to the area and match the growing conditions of the site, or are non-native species adapted to the local growing conditions and are non-invasive.



E.1.3 Outdoor Lighting

- a. Refer to relevant policies regarding Outdoor Lighting in the Town of High River's land Use Bylaw.
- b. Within the pedestrian oriented Historical Downtown, Centre Street and Public Services Precincts, outdoor lighting poles should be decorative type and scaled in size for the pedestrian. If requested by the Development Authority, decorative pedestrian scaled lighting shall also allow for decorative banners and hanging planters.

Luminaire: Domus LED

Pole: Fortis Round Steel Straight Pole with Base Casting (Structure 1433 without Scroll)

- c. To minimize light pollution, outdoor lighting shall meet the International Dark Sky Association's requirements for Dark Sky Friendly Fixture, or the Illumination Engineering Society of North America (IESNA) requirements for full-cutoff fixture, meaning that all light is emitted in a downward direction.
- d. Under certain circumstances, the Development Authority may allow for a small portion of outdoor lighting fixtures to be non-full cutoff for the purposes of signage, enhanced public safety, illumination of public art or gateway elements, architectural lighting of historic and/or signature architecture.

Figure E-39 Fortis Alberta Domus Street Light

E.1.4 Site Furnishings

- a. To ensure a high level of consistency throughout the downtown, site furnishings within the public realm will be selected from the following list of pre-selected elements. In the event that the furnishings are no longer produced by the manufacturer, the development authority shall provide an updated list of approved alternates.
- b. Specifications for site furnishings are listed in the table below.

Table ##. Pre-selected Site Furnishings

Furnishing Element	Make	Model	Description
Bench	Landscape Forms	Neoliviano	Backed with Jarrah wood. Width varies as per project requirements.
Bicycle Rack	Landscape Forms	Flo	Stainless steel surface mounted bike rack capable of securing 3 bicycles.
Waste Receptacle	Forms+Surfaces	Cordia	36 gallon waste receptacle with single stream configuration, slate metal lid rain cover, and slate coloured powdercoat aluminum insets. NOTE: multi-stream options are available for recycling purposes.



Figure E-40 Landscape Forms Neoliviano bench



Figure E-41 Landscape Forms Flo bike rack



Figure E-42 Forms+Surfaces Cordia waste receptacle

E.2 PUBLIC STREETS

Public streets should be designed in a fashion that allows for a smooth flow of vehicles, while providing a high level of public safety for pedestrians and cyclists. In areas that are deemed problematic in terms of public safety, traffic calming measures should be considered to reduce vehicle speeds. For the typologies presented in the Downtown ARP, refer to the following table for typical design dimensions and surface materials.

Table ##. Recommended Design Criteria by Street Typology

Street Typology	Qty. + Width of Drive Lanes	Parking strategy	Surface Material	Curb Profile
Centre Street Commercial Street	2 x 3.5m width per travel direction NOTE: implementation requires widening of ROW	Outer lanes may be used for parallel parking as deemed fit by the Development Authority.	Asphalt	Conventional 150mm height curb
Historic Downtown Commercial	1 x 3.5m width per travel direction	Periodic parallel parking w/ angle parking in certain areas. Refer to Illustrative Public Realm Plan (Map 3-1).	Asphalt with 600mm concrete stripe perpendicular to traffic flow @ 8m O.C.	Conventional 150mm height curb
Historic Downtown Woonerf	1 x 3.0m width per travel direction	Periodic parallel parking	Vehicular grade unit pavers w/ engineered base and sub-base. Pattern as indicated in Illustrative Public Realm Plan (Map 3-1).	Rolled 75mm height curb
Industrial Street	1 x 3.5m width per travel direction	Parallel parking on both sides	Asphalt	Conventional 150mm height curb
Residential Street	1 x 3.5m width per travel direction	Parallel parking on both sides	Asphalt	Conventional 150mm height curb

E.3 PUBLIC LANEWAYS

Conventional laneways should be designed to facilitate access to private parking, loading and waste collection facilities. For pedestrian mews, vehicular access is prohibited. In areas where pedestrian mews cross conventional laneways, the design of the crossing should be oriented to accommodate pedestrian safety through a combination of surface material changes, signage, lighting and, if appropriate, planting. Garden laneways should be designed to accommodate a combination of service + parking access to private parcels, periodic perpendicular parking and safe travel by pedestrians and cyclists. Due to the multi-use nature of garden laneways, the surface material of garden laneways should be unique, while offering a high level of durability. Refer to the table below for recommended laneway design criteria.

Table ##. Recommended Design Criteria by Laneway Typology

Street Typology	Qty. + Width of Drive Lanes	Parking strategy	Surface Material	Curb Profile
Conventional Laneway	1 x 3.5m width per travel direction	No parking permitted w/in Public Right of Way	Asphalt	Conventional 150mm height curb
Pedestrian Mews	7.0m minimum Right of Way. No vehicular access.		Pedestrian grade unit pavers	Conventional 150mm height curb
Garden Laneway	1 x 3.5m width per travel direction	Periodic perpendicular parking	Asphalt w/ chip seal decorative aggregate or decorative resin bound gravel.	Rolled 75mm height curb

E.4 SIDEWALKS + PATHWAYS

Sidewalks and pathways are solely intended for use by pedestrians and cyclists, and are critical components in the creation of a vibrant public realm. Each sidewalk and pathway typology exhibits a unique sense of place through subtle variations in surface material, dimension and colour. These variations provide cues to pedestrians and cyclists indicating whether an area is largely commercial, residential or part of the open space network. Refer to the table below for recommended sidewalk and pathway design criteria.

Table ##. Recommended Design Criteria by Sidewalk + Pathway Typology

Sidewalk + Pathway Typology	Recommended Minimum Dimensions	Materiality
Conventional Sidewalk	2 meters	Brushed concrete w/ tooled construction joints
Enhanced Downtown Commercial Type 1	4.5 meters	Pedestrian unit pavers
Enhanced Downtown Commercial Type 2	3.5 meters	Concrete with dark unit paver stripe
Historic Downtown Woonerf	5.5 meters	Pedestrian unit pavers
Happy Trails Pathways	2.5 meters	Hot rolled asphalt
George Lane Promenade	3 meters	Hot rolled asphalt w/ chip seal decorative aggregate or decorative resin bound gravel.

F. RECOMMENDED LAND USE BYLAW AMENDMENTS

To enable effective implementation of the ARP, the Land Use Bylaw requires a series of amendments. The follow sections contain recommended amendments to definitions, parking, signage, and land use districts.

F.1 Definitions

New words and terms have been introduced to support implementation of the concepts set forth in this ARP in bylaw form. Table F-1 contains recommended amendments to Part 1: Division 2: Section 13: Definitions. Importantly, these new definitions support new land use districts proposed later in this appendix.

Table F-4 Recommended Amendments to Part 1: Division 2: Section 13: Definitions

Amendments	Rationale
<p>In section 13 insert:</p> <p>Live-Work Unit is where a business is operated from a Dwelling Unit, by the resident of the Dwelling Unit. Typical uses associated with this category include: Arts, Crafts and Photography Studio; Industrial Service Shop; Home Occupation Major; and, Home Occupation Minor.</p>	<p>The Live-Work unit is a new type of use proposed in the Industrial Arts Precinct in Chapter 4 of the ARP. It extends beyond similar work-at-home uses already defined in the bylaw as Home Occupation Major and Home Occupation Minor by allowing a residential use to exist in the same building as dedicated studios and workshop spaces. The use is intended for implementation within a land use district that is not primarily residential.</p>
<p>In section 13 insert:</p> <p>Ground Floor Use means any use in a building that is located on the floor closets to grade with an exterior wall facing a street, with direct access to a public sidewalk located along the property line shared with the street.</p>	<p>The ARP makes a distinction between uses on different floors of buildings, with preference for certain uses on the ground floor of a building. This definition clarifies what counts as a ground floor use.</p>

F.2 Sign Rules

Table F-2 contains recommended amendments to Part 3: Division 3: Signs. These recommendations align the land use bylaw with ARP policies found in Chapter 4. They assume recommended Land Use Districts (Appendix F.3) are implemented.

Table F-5 Recommended Amendments to Part 3: Division 3: Signs

Amendments	Rationale
Delete subsection 53.5(f) and replace it with the following: Freestanding signs in CN and CM districts shall not exceed a sign area of 3.0 m ² (32.3 ft ²) and height of 4.5 m (14.8 ft).	Remove reference to CBD district
Delete subsection 53.5(h)	Remove stand-alone pylon and highway-type signage, to align with signage guidelines for Centre Street and Industrial Arts precincts (Chapter 4)
Delete subsection 53.5(i)	
Insert into subsection 53.2: (f) changeable message signs are not allowed in the Historical Downtown District	Prohibit changeable message signs from the historical downtown in order to align with recommended ARP signage guidelines
Insert into subsection 53.10: (d) roof signs are not allowed in the Historical Downtown District	Prohibit roof signs from the historical downtown in order to align with recommended ARP signage guidelines

F.3 Land Use Districts

Table F-3 contains recommended amendments to Part 4 of the Land Use Bylaw. These recommendations align the land use bylaw with ARP precinct-based policies found in Chapter 4: Land Use and Urban Design.

Table F-6 Recommended Amendments to Part 4

Amendments	Rationale
<p>Insert Division 7: Downtown Area Redevelopment Plan Districts in Part 4, with 5 new land use districts:</p> <ul style="list-style-type: none"> • Historical Downtown District (HDD) • Centre Street District (CSD) • Industrial Arts District (IAD) • Garden Residential District (RGD) • Downtown Public Services District (DPS) 	<p>To enable effective and efficient implementation of the ARP, it is recommended that Part 4: Land Use Districts be amended to include 5 new Land Use districts within a new Division of the bylaw. The five land use districts correspond directly with the precincts described in Chapter 4: Land Use and Urban Design.</p> <p>Recognizing that these land use districts have been developed specifically for the geography of the ARP plan area, which are not intended as generic districts for application in areas outside of the ARP plan area, it is recommended that these districts be placed in a new division within the bylaw to emphasize their scope.</p>
Remove Part 4: Division 2: Section 90: Central Business District	This district has been replaced by the proposed Historical Downtown and Centre Street districts.
Remove Part 4: Division 5: Section 106: Centre Street Overlay	This overlay falls within the ARP study area, and is effectively superseded by policies for the Centre Street and Industrial Arts Precincts contained in Chapter 4 of this ARP, as well as the proposed Centre Street and Industrial Arts districts described later in this Appendix.

The following pages contain recommended bylaw language for each district. Please note that bylaw section numbers shown will need to be adjusted in an amended bylaw.

F.3.1 New Land Use Districts

Section 1: Historical Downtown District (HDD)

1 Purpose

The purpose and intent of this district is to provide commercial and mixed-use development to serve the Town in a manner that ensures development contributes to a high-quality public realm and respects the historic character of the area.

2 List of Permitted Uses

The following uses are permitted within the Historic Downtown District:

- (a) Accessory building
- (b) Financial institution
- (c) Home occupation (minor)
- (d) Medical clinic
- (e) Mixed use development
- (f) Office
- (g) Personal service
- (h) Restaurant
- (i) Retail store

3 List of Discretionary Uses

In addition to permitted uses in 2 (b) – (h) above not within existing buildings, the following uses are discretionary in the Central Business District:

- (a) Amusement arcade
- (b) Apartment building
- (c) Broadcasting facility
- (d) Child care facility
- (e) Commercial school
- (f) Drinking establishment
- (g) Entertainment establishment
- (h) Funeral home
- (i) Home daycare
- (j) Home occupation (major)
- (k) Hotel
- (l) Liquor store
- (m) Parking area
- (n) Pool hall
- (o) Private club
- (p) Public service building
- (q) Recreational facility
- (r) Religious institution
- (s) Signs

4 General Requirements

In addition to the General Rules in Part 3, the provisions contained in this section shall apply to every development in this district.

5 Height of Buildings

The maximum height of buildings 16.0 m (52.5 ft).

6 Setbacks

No minimum setback exists in this district. The maximum permitted Front Yard setback for buildings is 3.0 m (9.8 ft).

7 Ground Floor Uses

The maximum floor area of any ground floor use is 1,000.0 m² (10,764.0 ft²).

8 Density

The maximum density is 75 units per net hectare (30 units per net acre).

9 Site Requirements

- (a) Landscaping shall be provided in accordance with Sections 35-38: Landscaping Standards.
- (b) Outdoor lighting shall comply with the provisions of Section 69.
- (c) Parking shall comply with the provisions of Section 41.

Section 2: Centre Street District (CSD)

1 Purpose

The purpose and intent of this district is to provide for large-scale commercial and mixed-use development to serve the Town in a manner that ensures development transitions to neighbouring residential and historic patterns, and contributes to a high-quality public realm.

2 List of Permitted Uses

The following uses are permitted within the Historic Downtown District:

- (a) Accessory building
- (b) Apartment building
- (c) Financial institution
- (d) Home occupation (minor)
- (e) Medical clinic
- (f) Mixed use development
- (g) Office
- (h) Personal service
- (i) Restaurant
- (j) Retail store

3 List of Discretionary Uses

The following uses are discretionary in the Central Business District:

- (a) Amusement arcade
- (b) Broadcasting facility

- (c) Child care facility
- (d) Commercial school
- (e) Drinking establishment
- (f) Entertainment establishment
- (g) Funeral home
- (h) Home daycare
- (i) Home occupation (major)
- (j) Hotel
- (k) Liquor store
- (l) Parking area
- (m) Pool hall
- (n) Private club
- (o) Public service building
- (p) Recreational facility
- (q) Religious institution
- (r) Signs

4 General Requirements

In addition to the General Rules in Part 3, the provisions contained in this section shall apply to every development in this district.

5 Height of Buildings

The maximum height of buildings 18.0 m (59.0 ft).

6 Setbacks

The minimum Side Yard setback for buildings is 3.0 m (9.8 ft) where abutting a residential district or Lane.

7 Retail Stores

The maximum floor area of a building where a retail store is the only use is 2,500.0 m² (10,764.0 ft²).

8 Density

The maximum density is 75 units per net hectare (30 units per net acre).

9 Site Requirements

- (a) Landscaping shall be provided in accordance with Sections 35-38: Landscaping Standards.
- (b) Outdoor lighting shall comply with the provisions of Section 69.
- (c) Parking shall comply with the provisions of Section 41.

Section 3: Industrial Arts District (IAD)

1 Purpose

The purpose and intent of this District is to: provide for a range of light industrial uses that may require outside storage and are compatible with each other and do not adversely affect surrounding non-industrial land uses; encourages the development of industrial arts and crafts activities and provide for live-work development that can support these activities.

2 List of Permitted Uses

The following uses are permitted within the Industrial Arts District:

- (a) Accessory building

Within existing buildings:

- (b) Building supply centre
- (c) Equipment service centre
- (d) Industrial service shop
- (e) Restaurant
- (f) Retail garden centre
- (g) Veterinary clinic
- (h) Warehouse

3 List of Discretionary Uses

In addition to permitted uses in 2 (b)-(h) above not within existing buildings, the following uses are discretionary in the Industrial Arts District:

- (a) Arts, Crafts and Photography Studio
- (b) Auction room
- (c) Bottle depot
- (d) Broadcasting facility
- (e) Bulk fuel storage and distribution facility
- (f) Crematorium
- (g) Funeral home
- (h) Kennel
- (i) Light manufacturing
- (j) Live-Work Unit
- (k) Outdoor storage
- (l) Parking lot
- (m) Public service building
- (n) Recreation vehicle sales and service
- (o) Repair and Service Shop
- (p) Signs
- (q) Storage yard

4 General Requirements

In addition to the General Rules in Part 3, the provisions contained in this section apply to every development in this district.

5 Performance Standards

No use or operation shall cause or create any conditions which may be offensive or objectionable beyond the boundary of a site by virtue of noise, odour, earthborne vibrations, heat or high brightness light sources.

6 Height of Buildings

The maximum height of buildings is 12.0 m (39.4 ft).

7 Setbacks

The minimum Side & Rear Yard setbacks for buildings are 3.0 m (9.8 ft) for sites abutting a residential district, and none required in all other situations.

8 Site Requirements

- (a) Landscaping shall be provided in accordance with Sections 35-38: Landscaping Standards.
- (b) Outdoor lighting shall comply with the provisions of Section 69.
- (c) Parking shall comply with the provisions of Section 41.

Section 4: Garden Residential District (RGD)

1 Purpose

The purpose and intent of this district is to provide low-density attached residential housing options close to the historic downtown.

2 List of Permitted Uses

The following are permitted uses in the Garden Residential District:

- (a) Accessory building
- (b) Home occupation (minor)
- (c) Townhouses

3 List of Discretionary Uses

The following are discretionary uses in the Garden Residential District:

- (a) Apartment building
- (b) Bed and breakfast accommodation
- (c) Duplex
- (d) Fourplex
- (e) Home daycare
- (f) Home occupation (major)
- (g) Public service building
- (h) Religious institution
- (i) Secondary suite
- (j) Semi-detached dwelling
- (k) Signs
- (l) Single detached dwelling
- (m) Triplex

4 General Requirements

In addition to the General Rules contained in Part 3, the provisions contained in this section shall apply to every development in this district.

5 Setbacks

The setbacks required for buildings are as set out in the following table.

	Minimum Required Setbacks			
Type of Building	Front Yard	Rear Yard	Side Yard (Internal)	Side Yard (Street side)
Single-Detached	3.0 m (9.8 ft)	1.2 m (3.9 ft)	1.2 m (3.9 ft)	1.2 m (3.9 ft)
Semi-Detached	3.0 m (9.8 ft)	1.2 m (3.9 ft)	1.2 m (3.9 ft)	1.2 m (3.9 ft)
Duplex	3.0 m (9.8 ft)	1.2 m (3.9 ft)	1.2 m (3.9 ft)	1.2 m (3.9 ft)
Townhouse	3.0 m (9.8 ft)	1.2 m (3.9 ft)	2.0 m (6.6 ft)	1.2 m (3.9 ft)
Triplex	3.0 m (9.8 ft)	1.2 m (3.9 ft)	2.0 m (6.6 ft)	1.2 m (3.9 ft)
Fourplex	3.0 m (9.8 ft)	1.2 m (3.9 ft)	2.0 m (6.6 ft)	1.2 m (3.9 ft)
Apartment	3.0 m (9.8 ft)	1.2 m (3.9 ft)	2.0 m (6.6 ft)	1.2 m (3.9 ft)
Accessory	3.0 m (9.8 ft)	1.2 m (3.9 ft)	0.6 m (2.0 ft)	1.2 m (3.9 ft)

6 Building height

The maximum height for principal buildings is 10.0 m (32.8 ft) and for accessory buildings is 5.0 m (16.4 ft).

7 Separation

Apartment buildings shall not be closer than 4.0 m (7.9 ft) to any other building on the same site, and shall not exceed 40.0 m (131.2 ft) of contiguous lot frontage.

8 Landscaping

Landscaping shall be provided in accordance with Sections 35-38: Landscaping Standards.

Section 5: Downtown Public Services District (DPS)

1 Purpose

The purpose and intent of this district is to provide for a continuous linkage of park and pedestrian-focused amenities, as well as landmark civic buildings and cultural facilities that serve the broader community and benefit from the centrality and visibility of this corridor. This area may also accommodate public utilities as required.

2 List of Permitted Uses

The following uses are permitted within the Public Service District:

- (a) Accessory building
- (b) Park
- (c) Public service building
- (d) Recreation, Low Impact

Within existing buildings:

- (e) Medical clinic
- (f) Office
- (g) Personal service
- (h) Restaurant
- (i) Retail Store

3 List of Discretionary Uses

In addition to permitted uses in 2 (e) – (i) above not within existing buildings, the following uses are discretionary within the Public Service District:

- (a) Entertainment Establishment
- (b) Parking area
- (c) Recreational facility
- (d) Signs

4 General Requirements

In addition to the General Rules in Part 3, the provisions contained in this section shall apply to every development in this district.

5 Height of Buildings

The maximum height of buildings 16.0 m (52.5 ft).

6 Site Requirements

- (a) Landscaping shall be provided in accordance with Sections 35-38: Landscaping Standards.
- (b) Outdoor lighting shall comply with the provisions of Section 69.
- (c) Parking shall comply with the provisions of Section 41.

